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Dolga Poljana 57
5271 Vipava
Slovenija

Glavni kontakt

Andrej Raspor
E-pošta: zalozba.perfectus@gmail.com

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Predstavitev urednikov

Red. prof. dr. Andrej Raspor

Fakulteta za uporabne družbene študije/School of Advanced Social Studies, Nova Gorica, Slovenija
Central Europe Association of Tourism Management, Dolga Poljana, Slovenija
andrej.raspor@ceatm.org

Po osnovni izobrazbi strojni tehnik. Po univerzitetnem študiju organizacije dela na Fakulteti za organizacijske vede v Kranju v okviru Univerze v Mariboru, je nadaljeval podiplomski študij na Fakulteti za družbene vede Univerze v Ljubljani in doktoriral leta 2010. Pri svojem delu združuje poslovno in akademsko delo, saj predava, vodi lastno podjetje in svetuje. Ima več kot 36 let delovnih izkušenj, med temi več kot 17 let na različnih vodilnih mestih, od vodje splošnih poslov, direktorja razvoja kadrov, direktorja za strateške projekte in vodje komisije za nadzor stroškov. Raziskovalna dela: Delovna razmerja in procesi s poudarkom na optimizaciji delovnih procesov, tako z vidika stroškov, kot tudi organizacije delovnega časa; Turizem s poudarkom na kitajskem izhodnem turizmu, turizmu za ljudi s posebnimi potrebami in trajnostnemu turizmu; Odprte inovacije; Igralništvo. Vodil je več bilateralnih projektov ARRS in sodeluje v INTEREG projektih.

Pedja Ašanin Gole

DOBA Fakulteta za uporabne poslovne in družbene študije Maribor/DOBA Business School Maribor, Slovenija
pedja.asaningole@gmail.com

Po osnovni izobrazbi je univerzitetni diplomirani politolog, podiplomsko je študiral javni menedžment, trenutno pa je doktorand interdisciplinarnega študija humanistike in družboslovja na Fakulteti za družbene vede. Od leta 2010 je habilitiran predavatelj za področje odnosov z javnostmi in je nosilec predmetov s področja strateškega, kriznega in digitalnega komuniciranja na DOBA Fakulteti za uporabne poslovne in družbene študije Maribor ter gostujoči predavatelj strateškega in kriznega komuniciranja ter komunikacijskega menedžmenta na Inštitutu za komunikacijske študije Skopje (Severna Makedonija). Pred vstopom v akademske vode je skoraj dvajset let delal v gospodarstvu, med drugim kot direktor za komuniciranje, strateški marketing in upravljanje za avtocestami v Družbi za avtoceste v Republiki Sloveniji, ter vodil mednarodne projekte v državah nekdanje Jugoslavije, med drugim kot svetovalec predsednika Makedonije za strateško komuniciranje. Njegovo znanstveno-raziskovalno področje je strateško komuniciranje, odnosi z javnostmi, neoinstitucionalna teorija in korporativno upravljanje. Je avtor, soavtor in urednik več znanstvenih in strokovnih sestavkov.

Bojan Macuh

Doc. dr. edukacijskih ved in mag. soc. Doktorski študij je zaključil na Pedagoški fakulteti Univerze na Primorskem, pred tem pa magistrski študij sociologije na Filozofski fakulteti Univerze v Mariboru. Od leta 2009 je predavatelj na Fakulteti za poslovne in komercialne vede v Celju, kjer predava sociologijo. Na Gea College v Ljubljani občasno predava od leta 2013 poslovno etiko in organizacijsko kulturo. Na Višji šoli za kozmetiko in velnes predava predmet čustvena inteligenca in osebnostni razvoj. Je avtor in soavtor znanstvenih in strokovnih monografij, priročnikov ter več znanstvenih, strokovnih in poljudnih člankov. S svojimi prispevki kot avtor in soavtor je sodeloval na več mednarodnih znanstvenih konferencah. Hkrati je avtor tudi več leposlovnih del za odrasle, mladino in otroke.

MODERN MOBILITY IN THE INTERORGANIZATIONAL INTEGRATION OF TOURISM

Patricija Jankovič https://orcid.org/0000-0003-4595-0379[1]
Sašo Murtič https://orcid.org/0000-0002-2959-6309[2]

Abstract: *The research aim was to show that mobility enables entertainment, leisure and activities, which are related to the relationships of people who travel and live in places outside their place of residence. By using statistical method we investigated the mobility of people, capital and resources, which creates organizational effects during organizational integration and gives concrete financial, capital, integration and other results of activities. The focus of the research was modern mobility, through which we sought mathematical or other measurement data. We used the obtained data to measure the state and development potentials. The theoretical part describes the descriptive method of literature review. Using the method of compilation we summarized the observations and conclusions of other authors, which we cited, the analysis of primary and secondary sources and we analysed data derived from our work and other described methods. We deduced conclusions through the deductive and inductive method and made calculations at the level of the used statistics through statistical data. Research has shown that mobility is an important segment of tourism and that tourism is a fast-growing but vulnerable activity, as minor economic, health, social or other crises have already shown that mobility and tourism are very sensitive areas that can stop quickly, due to harmful or unpredictable actions, which can, in turn, have serious economic consequences.*

Keywords: *organisation, interorganizational integration, mobility.*

MODERNA MOBILNOST V MEDORGANIZACIJSKI INTEGRACIJI TURIZMA

Povzetek: *Namen raziskave je bil pokazati, da mobilnost omogoča zabavo, prosti čas in dejavnosti, ki so povezane z odnosi med ljudmi, ki potujejo in živijo v krajih izven kraja bivanja. S statistično metodo smo raziskali mobilnost ljudi, kapitala in virov, ki ustvarja organizacijske učinke pri organizacijskem povezovanju in daje konkretne finančne, kapitalske, integracijske in druge rezultate delovanja. Raziskava se osredotoča na sodobno mobilnost, s pomočjo katere smo iskali matematične in druge merilne podatke. Pridobljene podatke smo uporabili za oceno obstoječega stanja in razvojnih potencialov. Teoretični del zajema pregled literature s pomočjo deskriptivne metode. Z metodo kompilacije smo povzeli opažanja in zaključke drugih citiranih avtorjev, analizo primarnih in sekundarnih virov ter analiziralo podatkov, ki izhajajo iz lastnih raziskav in drugih opisanih metod. Do sklepnih ugotovitev smo prišli z uporabo deduktivne in induktivne metode, izračune pa smo naredili na ravni uporabljene statistike preko statističnih podatkov. Raziskave so pokazale, da je mobilnost pomemben segment turizma in da je turizem hitro rastoča, a ranljiva dejavnost. Številne manjše gospodarske, zdravstvene, socialne in druge krize v preteklosti so namreč pokazale, da sta tako mobilnost kot tudi turizem zelo občutljivi panogi, ki ju škodljiva ali nepredvidljiva dejanja lahko hitro ustavijo in ohromijo, kar pa lahko ima resne gospodarske posledice.*

Ključne besede*: organizacija, interorganizacijska integracija, mobilnost.*

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[1] Asoc. prof. dr., AREMA - High School for Regional Management, Kidričeva ul. 28, 3250 Rogaška Slatina, Slovenia, patricija.jankovic@guest.arnes.si

[2] Asoc. prof. dr., Faculty of Industrial Engineering Novo Mesto, Šegova ul. 122, 8000 Novo mesto, Slovenia, AREMA - High School for Regional Management, Kidričeva ul. 28, 3250 Rogaška Slatina, Slovenia, saso.murtic@fini-unm.si, saso.murtic@gmail.com

Introduction

Due to the broad scope of the field, our research focused on tourism and tourist activities and defined mobility, with which we tried to explain interesting areas where it is increasingly necessary to study the organizational integration, supply and demand and especially interesting organization of mobility for the needs of tourism and tourist activities. If tourism can be defined as a term commonly understood as travel for entertainment, recreation and its accompanying activities, then tourism should be presented as a set of phenomena and relationships related to the activity of people traveling and staying in places outside their place of residence, continuously for up to one year, for either leisure, entertainment or business purposes. This is an area where main offers are activities such as rest, entertainment, food, travel, visits, and it needs to be noted that there are rare cases in which the same organization of either tourism or tourist activities has its own resources for the organization of transportation. This activity could be considered as outsourcing, but if we would compare it with industry or manufacturing company, the comparison would be unnecessary, because the organization of tourist transport (charter transport) is a special activity performed by qualified companies that are closely related to tourism, so we consider them as an organizational cooperation, which in general means a special mobility in space.

The term interorganizational integration is primarily meant as the interorganizational integration of organizations involved in industry, entrepreneurship, but it is quite realistic to use the concept in tourism, as tourism is an economic activity that is globally connected and possibly in addition to automotive, oil, technical activities forms one of the broadest international integration where transport and mobility are expressed as business equivalents. According to Zelenika, if we look at industry, logistics and transport, we come to the explanation that the organization of transport and related logistics processes enables transnational trade, industrial connection, expansion of market and market activities, globalization, movement of people and capital (Zelenika, 2010).

In this definition, it is possible to identify Slovenian transport organizations, which with their activity take care of tourist travel, passenger transport or delivery of semi-finished products for industrial production, finished products for international trade, and last but not least market expansion and market activities. Of course, mobile factors are important for the interorganizational integration in tourism and tourist activities, which are expressed in the use of technology, in innovation, in the recognition of modern forms of media space recognition. The author Gričar (2009) tells us that building interorganizational systems is a global challenge for developed economies, tourism and all other activities based on interconnection. The author Tomšič (2009) added the cultural values of the profiles of modern societies and their mobility, giving value shifts in the modern globalization society. The outline of future trends in economic development, in which we can directly take into account tourism and tourist activities, was given by the author Mencinger (2009), who explained how global crises can affect the development of individual countries and the development of individual GDP.

In the context of mobility, processes closely related to the tourist offer organization of tourist transport, conclusion of arrangements or tourist contracts are created during interorganizational integration, thus expressing important economic factors such as forwarding, preparation of documentation, preparation of goods for transport, wrapping, packing, loading, etc. Many authors that we will mention later on in the research have written about tourism and its organization, describing individual processes and organizing various trainings for their implementation. Much has been written about innovation (Beganović, 2016) and finding solutions for better organization of entrepreneurship in tourism. A lot has also been written about these processes in Slovene and foreign literature, which is undoubtedly of great help to tourism and other organizations, users and operators of transport activities (Murtič, Jankovič, 2019). Elements of business security are also important, which is expressed through legal transactions and the legal protection of individual transactions in tourism. Of particular interest is the legal protection of individuals who, in the interest of traveling, visiting and getting to know new tourist destinations, pay the agreed amounts without having the knowledge of how and in what way to ensure their safety and the security of their business. The authors Murtič and Jankovič (2020), in their monograph "Fundamentals of understanding legal relations in tourism", gave the basic legal knowledge for safe travel. Comparatively, tourists can read Jakomin, Jelenc and Vlačič (2006), who describe the foundations of freight forwarding in recent times, with Jakomin, Zelenika and Medeot (2002) describing the technology of transport and transport systems, Gajšek (2007) describing the basics of transport technology, Ogorelec (2004) describes international transport and logistics and Pavliha and Vlačič (2007) describe transport law and Pavliha and Simoniti (2007) insurance law. Everything is related with mobility, because it can be meaningfully used in the field of mobility of passengers, tourists and the like. Certainly, an important element of security is also knowing certain rights of passengers, tourists in the very phase of concluding deals and also the implementation of travel, as Murtič, Jankovič, Gerbec and Uhernik (2020) wrote. There are many other authors who describe individual procedures in mobility processes and during interorganizational integration, but due to the breadth of the task, it is impossible to mention them.

Purpose and objective of the research

The purpose and objective of the research was to determine how tourist organizations involved in the offer of tourist services manage their business organizationally and what are their business effects, given the crisis periods and fluctuations in tourist mobility. The basic purpose of the research was to give credible views on the actual situation in the tourism industry in a professional and argumentative way with the help of the theory of organizational and business sciences, taking into account internationally comparable relevant facts of development. In the research, we used the scientific and theoretical findings of individual authors related to the field. Unfortunately, we did not use specific statements or citations because the subject in question does not allow us to do so, and some data are a business secret and are not made available to the public. The findings enabled us to expand knowledge, identify the profession and enable the identification of new building blocks for the preparation of a unified model of interorganizational integration, and we received answers to the form and methods of tourist mobility in recent times.

Goals of our research were:

- define the concepts of theoretical starting points and determination of building blocks for interorganizational integration in the field of mobility,
- analyse the pre-existing situation and gain new insights for the dependent and intertwining field of success between interorganizational integration in view of economic changes in Slovenia, Europe and beyond,
- search for the model, which would allow us easier interorganizational integration of tourism organisations and their destinations,
- preparation of an appropriate mobility model that would be acceptable to tourism and service organizations as a model solution,
- confirmation or refutation of the statements set out in the hypotheses and at least indicate the possibilities for further development in the field of organizational management of modern mobility in tourism.

Key hypothesis

In our research, we did not study tourism as a tourist activity, but we looked for factors that we considered to have the greatest impact on the actual and future situation in the field of interorganizational integration and mobility in Slovenia. Based on them, we anticipated six key hypotheses and set them so that they follow each other in sequence, and at the same time we connected them in such a way that they are conditioned by the scope of the substance under consideration, namely:

- *Human resource management* is a key process in the interorganizational management of mobility, which proves that without man it is not possible to carry out procedures between organizational connections.
- *The choice of a specific model* among the interorganizational management of mobility is conditioned by the degree of maturity of each tourism organization.
- In the interorganizational management of mobility, there is an important *correlation between the quality of management* of an individual organization and its performance.
- *Mutual trust* in the management of various organizations is a condition for successful organizational management of mobility.
- Effective *mutual communication* is necessary for successful interorganizational management of mobility in tourism.
- *The modern paradigm* of interorganizational mobility management is based on the model of tourism management according to the global interests of tourists, which is reflected in the growing interest in visiting as many destinations in Slovenia, Europe and much broader.

Of course, the hypotheses were the basis for finding answers to the question of what are the global, mutual and interorganizational relations, through which the whole process between the organizational integration of tourism and transport organizations is regenerated.

It is a multi-year and multi-layered study and research of the field of mobility or interorganizational integration of tourism and transport organizations, which was the basis for setting appropriate hypotheses and preparing a research questionnaire. The prepared questionnaire was the basis for obtaining data with which we wanted to confirm or refute our claims. This is regarding modern paradigms that condition the change and systemic overlap of individual areas, which are economically conditioned and together synchronously form successful economic growth and GDP of an individual country.

Research methods

The research is based on the obtained data, which we processed virtually, obtained starting points and based on that, we created research questions. In developing the survey questionnaire, we proceeded from the assumptions and hypotheses defined in the introductory part of the research. We sensibly connected individual assumptions with hypotheses and then made statements for each hypothesis. We decided to determine the perception of the actual situation, as well as the desired (future) situation, for which we had to adjust the questionnaire accordingly. Such an approach allowed us to identify the gap between the perception of the actual and the desired state. A larger gap means a greater opportunity for improvement, which was our starting point for formulating proposals to improve the state of mobility. An improved situation would mean filling those exposed gaps, which in our case means tourist activity, which tells us that if there is more mobility, there is also more need for tourism services and vice versa, if there are more tourism orders there is also more mobility.

The prepared questionnaire required testing, which was carried out at 30 tourist organizations in Slovenia. After a successful test and identification of issues through which the process of managing mobility in tourism is regenerated, we addressed the questionnaire to several transport organizations throughout Slovenia. The presumption for the ideal sample was 150 returned and completed survey questionnaires, which should be sufficient for research and obtaining the necessary data. After the survey, we also received the estimated number of completed forms, but the inadequacy of some answers required the exclusion of a number of questionnaires from the analysis. The inadequacy of the samples was in the equality of answers, which, although applicable to a particular organization, are useless for finding mobility solutions. Due to the same answers, only one such sample can be used, which has led to others being excluded and identified as useless. The total number of responses received was a sufficient sample for analysis and survey research. For better identification, we performed quantitative, factorial and regressive research. The obtained data largely confirmed our hypotheses, which confirmed our assumption that in Slovenia there is no single model for interorganizational management of mobility in tourism. What this means depends on the use of data in tourism and tourist activity or in the field of mobility or transport of tourists to different destinations. There are some business ties between certain organizations, which can be considered as an interorganizational connection in terms of sociological or business science, but these are mostly smaller tourism and transport organizations, which are already connected by the type of supply and demand and the flow of business. When it comes to large and internationally connected organizations (example: a concern of hotels around the world), they have their own booking, their own organization, their own offers, overnight stays, travel, accommodation and specially organized mobility for their guests or tourists (Murtič, Jankovič, 2019).

It is interesting to note that these large organizations are more vulnerable in times of crisis than smaller organizations, as they cannot adapt to times of crisis, which also leads to a mobility crisis. Smaller organizations are more flexible, easier to adapt to technique, technology, changes and also modern mobility depending on the form of infrastructure and substructure (Zelenika, 2010).

Research results

To understand our research better, we would like to explain that in the questionnaire we relied on the actual or current situation, to which we addressed 33 questions, and the desired or future situation, to which we addressed 17 questions. With the first, we wanted to gain insight into the current situation in the field between the interorganizational integration of tourism organizations and mobility management. In the second set of questions, we focused on those areas that require change and which would allow us to find modern building blocks for the preparation of a unified model between organizational management of tourism, mobility, introduction of information systems, technology, digitalization and robots.

The obtained data were ideal for processing with the SPSS 19.0 package, which is already a bit outdated but useful and enables a comprehensive overview and a wider range of data processing. Data of the attributive (arithmetic) type were presented in the form of response frequencies, and contingency tables were used to show the relationships between variables. We calculated the basic statistical parameters, namely the arithmetic mean, minimum result, maximum result and standard deviation.

Table 1 and Table 2 show the average value of agreement with the given statements, which allowed the respondents to evaluate each stated statement with values on a five-point scale, with a score of 1 (lowest) meaning they don't agree with the statement and score 5 (highest) to fully agree with the statement. The value, which was higher in its value level, indicated the need for a certain regulation of the research field. We see this already in the first indent of the actual situation under B12, which says economic crises can negatively affect the tourism business, and shows the need for urgent changes and finding appropriate solutions. This assessment is followed by the next, which indicate the need for a unified model of interorganizational management of tourism and mobility, interorganizational cooperation, teamwork, innovation, cooperation with successful organizations, continuous cooperation, etc., as shown in Table 1.

Table 1
Assessments of the actual situation in the organization (Authors prepared a simulation with the obtained data with the SPSS 19.0 package)

Determination	Finding solutions to issues	Mean
B12	the health crisis has negatively affected our business	4.32
B33	a unified model of tourism and mobility management would help our organization	4.19
B5	in the case of mobility, our organization would always take into account the requirements of the client and adapt to them	4.07
B8	working with new and successful organizations has a positive impact on the success of our organization	3.94
B3	teamwork is successful and on a high level in our organization	3.88
B18	we have continuous cooperation with the same or recurring clients	3.88
B2	the level of foreign language skills of our employees is sufficient	3.81
B4	our organization is successful in making new contacts	3.81
B19	communication between different units and organizations is efficient and smooth, it could be better	3.81
B17	payment obligations are settled on time	3.80
B21	we regularly monitor changes in regulations	3.79
B31	permanent mobility is beneficial for our organization	3.79
B27	we operate in the circle of tourist associations	3.75
B1	the level of education of our management is appropriate and has a positive impact on the performance of our organization	3.74
B11	evaluation and rewarding in our organization are based on objective and fair criteria	3.71
B25	the work is organized in a way that it allows us to adapt quickly to change	3.71
B6	our organization is at a technologically high and demanding level	3.68
B9	we are efficient enough in identifying and solving problems	3.68
B16	we solve disagreements kindly and politely, there are no bad relationships	3.68
B13	conversations are open between management and subordinates	3.66
B15	management understands employee problems and strives to address them	3.64
B10	our organization has a positive climate and employee satisfaction	3.62
B32	we know the European model of tourism and mobility in tourism	3.57
B22	we have strong informal contacts with other organizations	3.53
B24	the running of our organization is democratic and networked	3.52
B26	we have an appropriate form of interconnection with other organizations	3.50
B28	our efficiency and effectiveness are greater within associations of organizations	3.50
B14	we have harmonized rules of operation	3.40
B20	knowledge of international and EU regulations is at an adequate level	3.39
B30	our form of organization is appropriate according to the requirements of the market for the needs of transport	3.37
B7	we have thoroughly crafted logistical support	3.26
B23	we know the customs and culture of other countries	2.91
B29	we know some successful tourism and mobility models	2.08

Relevant review of evaluated data in the field of desired or future situation also shows a high level of need for timely financial (movements) 4.69, the need for a unified methodology of tourism and mobility management related to tourism 4.47, the need for long-term cooperation and the need for modern mobility. Again, we set values that are also shown with statements ranging between 1 (lowest) and 5 (highest). Their analysis shows that confirmation scales have been set in the range of more than half, which indicates the necessary changes and the need for greater interorganizational integration, the introduction of new methods in tourism and especially in tourism mobility.

Table 2
Opinions on the ideal condition (Authors' own simulation of obtained data with SPSS 19.0 package)

Determination	Finding solutions to issues	Mean
C9	timely financial transactions (payments) are crucial to the success of the organization	4.69
C17	a common EU methodology in the field of tourism would affect our work	4.47
C8	long-term interorganizational collaboration has a positive impact on performance	4.22
C7	trust in employees enables the successful work of the organization	4.14
C10	appropriate cooperation with the creators of legal regulations would affect the efficiency and effectiveness of each organization	4.09
C6	open conversation with employees has a positive effect on the performance of the organization	4.06
C5	the satisfaction of our employees has a positive effect on the success of the organization	4.02
C16	subscribers of mobility services could adapt to tourism organizations and their needs	3.96
C2	greater efficiency in the organization is achieved by older and more experienced management	3.92
C4	friendly management of employees contributes to the success of the organization	3.84
C15	working within large associations helps to secure work	3.75
C1	younger and more educated management is more conducive to greater organizational efficiency	3.71
C3	hard leadership of employees contributes to the success of the organization	3.45
C14	just in time - can also be introduced in the field of tourism and mobility	3.32
C13	outsourcing is an appropriate form of implementing mobility in tourism	3.06
C12	the hotel model of tourism and mobility influences the interorganizational connection of tourist organizations and carriers in Slovenia	2.93
C11	can foreign tourism organizations influence as a model of successful interorganizational integration and mobility in tourism	2.31

We have two sets that demonstrate an imaginary situation that we can study, as the comparison of the ratings of both sets only shows us certain gaps between the actual situation and aspects that respondents consider important for the success and efficiency of their organization. The biggest gap is in the knowledge and implementation of business models, which affects both tourism and tourist activity as well as general mobility in this activity. From the content, we can conclude that the respondents expressed a strong need for changes and appropriate business models that would help them improve the performance and efficiency of their organization. At the same time, they show that their knowledge of already existing models is at a rather low level or they do not know them at all. This clearly tells us that it is not sensible or useful to transfer models from abroad directly to Slovenia, so one of the goals of our study in the future was to prepare an innovative model that would meet the specific needs of Slovenian tourism organizations and facilitate mobility and achieve goals.

We see that respondents globally agree that otherwise a uniform methodology in the field of tourism would affect their work (c17 - 4.47) and their organization. Above all, their clearly expressed need for a useful innovative model is important - the respondents believe that a unified model of tourism management and mobility in tourism would help their organization (b33 - 4.19). However, despite the expressed need for innovative business models, it is not clear if they have any prior weak knowledge of existing models, which means that they expect something new, and at the same time they are not ready to find models or solutions that exist abroad. The assessment of statement b29 "knowledge of foreign models" is only 2.08. Consistent with the low level of knowledge, is their assessment of the impact of both models on interorganizational integration (c11 - 2.31). Knowledge of the European model of providing tourist services and tourist mobility is slightly higher (b32 - 3.57), which stems from their practice and daily cooperation with various models in Europe and beyond. We know that many Slovenian tourist organizations provide various tourist and mobile services in Slovenia and at the same time cooperate with organizations in other European countries, regardless of the European Union.

We find that if the data of the actual situation (B12 - 4.32), as the highest value shows us that the health crisis can negatively affect our business and on the other hand (C9 - 4.69), as the highest value of the desired situation tells us that in order for timely payment of services in tourism and mobility to enable successful business, the following data (B33 - 4.19) of uniform model of tourist services and mobility would help organizations to be repeated in ideal condition (C17 - 4.47) an uniform tourist methodology of the EU would have a positive impact on the work of the organization, saying that the respondents want a unified model of the interorganizational management of tourism and mobility, while not being limited to Slovenia. How to understand and explain the results, if not in a way that shows respondents wanting a new innovative model of tourism management and mobility in tourism, but not a limitation to Slovenia, which again tells us that Slovenian tourism and with it tourism mobility in the European area is so related to foreign tourism, that in this sense the borders of state economies are disappearing and organizations and their interconnection are important.

As we have foreseen, a very important aspect is represented by the interpersonal human relations in tourism and mobility, and we see that there is still a lot of space and the need to improve the situation. Respondents agree that trust in employees (c7 - 4.14), open conversation with employees (c6 - 4.06), employee satisfaction (c5 - 4.02) and friendly management (c4 - 3.84) positively contribute to success of individual organizations and increase success in interorganizational networking.

In fact, we can conclude that the value assessments of the actual situation in tourism and mobility within tourism are low and that they indicate the need for improvement, especially in the areas between organizational integration and tourism management in times of crisis.

This need is particularly evident in the area of:

- harmonized rules of work (b14 - 3.40);
- democratic and network management of the organization (b24 - 3.52);
- positive climate and employee satisfaction (b10 - 3.62);
- understanding and elimination of employee problems by management (b15 - 3.64);
- open conversations between management and employees (b13 - 3.66);
- friendly and polite calming of tension (b16 - 3.68)
- evaluation and rewarding according to objective criteria (b11 - 3.71);

the gap between the opinion that timely financial transactions are decisive for the success of an individual organization (c9 - 4.69) and the actual timely settlement of payment obligations by the organizations from which the respondents come (b17 - 3.80) is also interesting and telling. Payment indiscipline is one of the problems most often mentioned by respondents as topical (60.7%). This may be due to the global health crisis, recession and poor economic situation, but it may be due to indiscipline and a poorly regulated area of law, but we do not have a proper argument for this claim.

The next area where the need for change and improvement is evident, is knowledge of regulations. Respondents believe that appropriate cooperation of tourism organizations with lawmakers would affect the efficiency and effectiveness of tourism and mobility (c10 - 4.09). At the same time, we note again that the actual knowledge of international and EU regulations is at a fairly low level (b20 - 3.39), as well as regular monitoring of official gazettes and publications of regulations is not sufficiently present (b21 - 3.79). We assume that the respondents are likely to leave the knowledge of the regulations to professional bodies and legal services or external contractors who take care of monitoring the publication of regulations, appropriate information and adaptation.

In the field of interorganizational cooperation, the picture is much more varied. Respondents largely agree that long-term organizational cooperation has a positive effect on performance (c8 - 4.22). However, they agree to a much lesser extent with the statement that the functioning of organizations within large associations is a condition for success and that it helps to provide work (c15 - 3.75). This tells us that the actual situation in their organizations shows a certain form between organizational networking and cooperation within associations, but not at a sufficient level. Evaluations of participation are as follows:

- have an appropriate form of interconnection with others (b26 - 3.50);
- their efficiency and effectiveness are higher within associations (b28 - 3.50);
- operating in the circle of tourist associations (b27 - 3.75);
- organized tourism and mobility are useful for their organization (b31 - 3.79);
- communication between different units and organizations is efficient and smooth (b19 - 3.81);
- have continuous cooperation with the same clients (b18 - 3.88);

thus, performance assessments in various areas of tourism and mobility show that the situation is solid, which is understood as a certain form of interorganizational integration, but it would still make sense to improve it at least slightly. We believe that the reasons for this are in the following answers, namely:

- the level of management education is appropriate and has a positive effect on the performance of the organization (b1 - 3.74);
- the organization is successful in making new contacts (b4 - 3.81);
- team work in the organization is successful and at a sufficiently high level (3.88);

in the field of tourism, organizations follow the guidelines and adapt to the requirements of tourists or clients of organized groups (b5 - 4.07), and the form of the organization itself is less appropriate for the needs of tourism (b30 - 3.37), because tourists or clients do not descend into it. A tourist, a group or association aims to obtain an appropriate and high-quality tourist service in the form of accommodation, excursions, sightseeing or mobility at the lowest possible cost.

Among the most pressing problems, the respondents most often mentioned financial indiscipline or excessively long payment deadlines (60.7%), unfair competition (29.2%), unregulated legislation (14.3), excessive costs (11.4%) and the presence of foreign tourist organizations on the Slovenian market (10%). Financial indiscipline could have been caused by the health crisis, unfair competition, unregulated legislation, the presence of foreign tourist organizations in Slovenia, etc. however, we can confirm with certainty that the interorganizational management of tourism and mobility is disorganized.

The obtained data were also analysed by *factor data analysis*, which is a mathematical procedure (data are measurable and can be presented), where seemingly disordered data are grouped on the basis of individual factors and certain connections or deviations are identified. When analysing individual survey responses with the help of factor analysis, we found that certain questions coincide with a certain factor. How strong this connection is, can be told by the factor weight, which is actually a measure of the strength of the connection of individual survey responses with a single factor. The values range from -1 to +1, with a factor weight value ranging from 0.5 to + 0.5 meaning that there is no relationship between the question and the factor. Values between + 0.5 and + 0.7 mean sufficient, values between + 0.7 and + 0.8 mean good, and values above + 0.8 mean very good linear correlation (according to the principle, the more A, the more B). Negative values of the factor weight tell us the negative linear correlation (according to the principle, the more A, the less B). The interpretation of an individual factor is subject to an assessment of which issues coincide with an individual factor.

The factor analysis of the questionnaire used, shows that 69.3% of the variance of answers in lot **b** (assessment of the actual situation in the organization of respondents) explains 7 components. These, however, are not equivalent to each other, as the first component is explained by 18.83% of the variance, the second by 14.48%, the third by 8.14%, and so on.

With the questions in section **b**, we therefore measured 7 aspects of the situation in tourist organizations:

- the factor "relations in the company" is linked to 9 statements with weights from 0.779 to 0.510;
- 5 statements with a weight of 0.737 to 0.552 are related to the factor "work organization and interorganizational cooperation");
- 4 statements with weights from 0.695 to 0.495 are linked to the factor "knowledge of models and partners";
- 3 statements with weights from 0.667 to 0.460 are linked to the factor "performance" (leadership, team work, networking);
- 3 statements with weights from 0.853 to 0.615 are linked to the "mobility" factor;
- 3 statements with weights from 0.756 to 0.512 are linked to the "regulations" factor);
- 2 statements with weights of 0,728 and -0,537 are linked to the last factor.

In the **c** set of questions (ideal or desirable situation according to the respondents), 3 components explain 61% of the variance of answers. The components are fairly balanced with each other, as the first component is explained by 25.8% variance, the second by 17.8% and the third by 17.55%.

With the questions under point 3, we therefore measured 3 aspects of the desired situation according to the respondents. These three aspects are also partly covered in the **b** set of questions;

- statements with weights from 0.886 to 0.718 are related to the factor "relations in the organization";
- 3 statements with weights from 0.822 to 0.570 are related to the factor "knowledge of tourist models";
- 4 statements with weights from 0.809 to 0.471 are linked to the factor "interorganizational cooperation".

We realized that deviations or confirmations of individual factors or individual groups of factors that explain the reasons for deviations or confirmations of individual statements between the actual and desired situation in the interorganizational management of tourism services and mobility and we used it to find key causes that change the situation.
We prepared a regression analysis of independent and dependent variables in which we looked for factor causes. In the relationship between the identified variances of the actual and desired state, it made sense to find variances that indicate the causes of deviation or uniformity of individual variances considering the causal factor. Based on these, *the regression analysis* showed independent and dependent variables with respect to variances of the inflation factor, which was within acceptable limits of 1,40; 1,88; 1,95, which is shown in the test below.

Independent variables are included in f1-f7 - latent factors from factor analysis and dependent variables are included in F1-revenue, R^2 = 0,32, p = 0,00000 ***, f5, f6, f7 are statistically significantly related to f1 -income, partial coefficients, which is reflected in -0,468, p =, 0,000000, 0,343 p = 0,00018 and 0,260 p = 0,00050.

The variance of the inflation factor is within variable limits: 1,40; 1, 88; 1,95.

Prediction equation for: "f1_income"
"f1_income" "= -39039126, -87010536, *"f5"+66251209,8*"f6"+39473037,2
*"f7"

For the general reader, the data are very demanding or even uninteresting, but for those familiar with the study methodology or research associates, the data are useful and provide a starting point for preparing new research or discovering new success factors in tourism and mobility within tourism. Of course, researchers are aware that our research is just an attempt to declaratively present a collection of data obtained from the survey and use this data for new models or at least by confirming the suitability of certain factors in tourism and mobility for tourism, which is a research success.

Discussion and confirmation of hypotheses

Talking about the success or failure of an individual research is completely irrelevant, as all research is subject to reading, verification and evaluation, but its purpose is primarily to arouse a wider circle of researchers to try something new in a theoretical or practical way. As a result, we come to the conclusion that the findings of quantitative, factor and regression analysis tell us that there is an organizational link between tourism and mobile organizations, but it is closely linked to tourism service or mobility and does not give results in other areas that could more important in supporting of tourism and mobility. Otherwise, most of the variants confirm our assumption that it is hard to talk about a unified model of interorganizational management of tourism or mobility in tourism in Slovenia, because it does not exist. There are guidelines for the development of tourism and mobility, which are reflected throughout the development of tourism (MGRT, 2020) and the strategy for the development of tourism in municipalities, the strategy of sustainable growth of Slovenian tourism and many other strategies and instructions on how to organize for the growth of tourism, but it is hard to talk about a specific model or even less about a single model of tourism, tourist activity and mobility within tourism. The Act on the Promotion of Tourism Development (Law on the promotion of tourism development, Official Gazette of the Republic of Slovenia, No. 13/18) is also interesting, but its provisions are directly related to tourism and tourist activity, which we could use in certain parameters, but this law was not the basis for our research. There is also no legal basis that would require interorganizational integration, as individual organizations are legal entities that enter into legal transactions independently and with the consent of the will, which again is not related to our research, although we used certain results (Murtič, Jankovič, 2018). This also confirms our claim that most of the interorganizational connections run through the system of acquaintanceship, which allow the conclusion of transport transactions, while only a small part of transport organizations is involved in international organizations that take over and organize transport (Jankovič, Murtič, 2019).

We realized that a unified model of the interorganizational management of tourism and tourist activities and mobility within tourism would simplify the procedures and organization within tourism. Individual tourism organizations would carry out the work for which they are registered, and mobility would be left to transport organizations that have adequate means of transport and for which mobility is their main activity. All organizations should have equal access to individual offers and mobility. Certified business excellence of an individual organization or group of organizations, even though they have a quality certificate, does not reflect a unified business in the field of tourism and tourist activities, much less business excellence in mobility. It can only be a form of good practice that can otherwise be used and positively passed on to other organizations.

We realized that managing tourism and tourist activities, managing mobility and organizational, economic, interpersonal, intercultural, linguistic, professional, educational and other differences is a demanding task, without which it is impossible to organize activities, provide material goods and carry out other activities that are necessary and important for society.

To confirm the established data, we performed a regression multiple analysis with the aim of determining the situation that could be renewed, changed and improved. Unfortunately, the analysis of the answers clearly showed a situation that is not favourable for Slovenian tourism and mobility in tourism and confirms the existing situation that we assumed. Respondents showed the need for improvement and were willing to adopt a unified model of the interorganizational management of tourism and mobility, insofar as this would improve their activity and business. The review of the obtained answers to individual questions gave answers to individual assumptions in the set hypotheses:

1. In the first, we set the variance that human resource management is a key process in the interorganizational management of logistics processes. This was followed in the survey of the existing and desired situation by questions related to the level of education, the level of knowledge and use of foreign languages, teamwork and mutual relations, and relations with superiors. The finding showed us that the average score is 3.88, which confirms the hypothesis and demonstrates the importance of human resource management in the organizational management of tourism, tourist activities and mobility;
2. in the second, we set up a specific model as a variance that gives the values and conditions for entering this model under the same or different conditions. With questions about the performance of the organization, harmonized rules of work, knowledge of regulations, knowledge of other models, etc. we obtained answers that confirm the hypothesis. The average score is 3.50, which tells us that a specific model is urgently needed, it should improve the business and performance of tourism organizations. An appropriate rating would be a rating above 4.5 - 5.0, which tells us that there is still a lot of room for improvement;
3. in the third, we assumed that there is an important correlation between the quality of management of an individual organization and successful interorganizational management of tourism and tourist activities and mobility. Under the questions

evaluation and rewarding, continuous cooperation between the same organizations, the form of interconnection, work organization, etc. we received an average score of 3.71, which again shows us that there is still enough room in this area to introduce new correlations for successful leadership;

4. in the fourth case, we assumed that the mutual trust of the managements of the participating organizations in the interorganizational integration is a condition for successful operations, which proved to be appropriate. Leaders of organizations give their added value and thus contribute to a more successful interorganizational cooperation and management of tourism and tourist activity, and especially mobility within tourism;
5. in the fifth, we assumed that mutual communication is a key condition for successful interorganizational management of tourism. When asked about identifying and resolving problems, economic, health or other crises, payment indiscipline, knowledge of international regulations, organization, appropriateness of the form of interconnection, etc. we received an average score of 3.50, which again confirms the importance of mutual communication for the successful of it;
6. in the sixth part, in the research work, through the hypothesis of a modern paradigm of the interorganizational management of tourism, tourist activity and mobility, we asked the question of the existence of a unified methodology of tourism management, looking for the core of the research purpose. Thus, we assume that in Slovenia there is no uniform methodology for managing tourism, tourist activities and mobility within tourism.

We are aware that the discussion was constructive, covering the necessary levers and data that demonstrated mathematically measurable data, but it should be noted that this is only an individual experiment that is far from realistic or being the only one. Therefore, the way is open to search for new possibilities, new experiments, new models and new research. Our case served more as an example of good practice, although it was a scientific study that required a number of activities, analysis, verification, and expert judgment.

Conclusion

In the concluding part, we can say that through research and verification of the acquired variances, we confirmed our assumption about the existence or non-existence of a uniform methodology for tourism management, tourist activity and mobility within tourism. The common opinion was that the research field could be approached with the development of a unified methodology of interorganizational integration and management of tourism, tourist activity and mobility in tourism. We are aware that the survey could not cover the entire population and all tourism organizations, but given the condition that we surveyed a good part of tourism organizations from all over Slovenia, we believe that we covered such a sample that reflects the same issues of others, which it also confirmed the bankruptcy of large tourism organizations affected by economic, health and other crises. We recognized the need for innovative changes and the introduction of novelty systems, the introduction of technology, technical good, information systems, autonomous devices and robotics.

Our opinion is that the role of the state and its bodies would be important in the preparation of a unified model, which could facilitate the transition flows of tourism and tourist activities through legal regulations, while mobility would be improved with the existing form of mobility. A single model of interorganizational management of tourism should include standards of aggregation, requirements for a uniform form of organization and uniform form of implementation of tourist services or products, uniform criteria for the type and form of mobile means, uniform access to all transport, uniform interorganizational integration, coordination and complementarity, a uniform search for solutions, at least approximately comparable prices and tourism requirements. We estimated that the model of interorganizational management of tourism could be called "Modern mobility in the interorganizational integration of tourism."
As the data obtained in the research confirmed the hypotheses and showed the need for a unified model of tourism management, tourist activities and mobility for tourism, we have prepared a model together with tourist organizations for this purpose as an appendix to the monograph "Fundamentals of understanding legal relations in tourism", and will correct and offer it to all tourist organizations in Slovenia for use.

We are aware that we have taken only one small step towards easier and more successful interorganizational management of tourism, tourist activity and mobility within tourism, as tourism is an activity that is constantly evolving, adapting and changing, so there is still much room for new generations, for new research and finding better solutions.

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SUSTAINABILITY TRIANGLE IN THE PERSPECTIVE OF NEW TECHNOLOGIES AND ARCHITECTURE

Iztok Kovačič https://orcid.org/0000-0002-5956-2943[1]

Abstract: *With the emergence of the computer, the influences of the information and communication society have transformed living and working spaces in a whole new way and with unimaginable speed. Long before that, there was a tendency towards a balance between the economy, society and the environment, which we called sustainable development, and whose equivalent impact is best represented by the sustainable triangle scheme. All three goals of sustainable development are very important, but unfortunately they are often mutually exclusive, causing three different conflicts in practice: property conflict, resource conflict and development conflict. Nevertheless, or precisely because of this, the sustainability model is extremely useful in the planning process, especially as an important part of the new, integrated urban planning, which is inextricably linked to the dynamic structure of urban space and the sustainable and resilient environment. The further development of built structures can thus only be the result of interaction between different disciplines and branches of science, which is, after all, the meaning of integrated planning in architecture at the heart of which is man and sustainable development. The triangle of sustainable development thus remains relevant in all areas in the future as well.*

Keywords: *sustainable development, sustainability triangle, information and communication technology, integrated planning, architecture.*

TRAJNOSTNI TRIKOTNIK Z VIDIKA NOVIH TEHNOLOGIJ IN ARHITEKTURE

Povzetek: *S pojavom računalnika so vplivi informacijske in komunikacijske družbe preoblikovali življenjski in delovni prostor na povsem nov način in z nepredstavljivo hitrostjo. Že dolgo pred tem se je izoblikovala težnja po uravnoteženosti gospodarstva, družbe in okolja, ki smo jo poimenovali trajnostni razvoj in katerih enakovreden vpliv najbolj predstavlja shema trajnostnega trikotnika. Vsi trije cilji trajnostnega razvoja so zelo pomembni, a se na žalost velikokrat med seboj izključujejo, pri čemer povzročajo v praksi tri različne konflikte: lastninski konflikt, konflikt virov sredstev in razvojni konflikt. Navkljub temu, ali pa ravno zaradi tega, je trajnostni model izredno uporaben tudi v procesu načrtovanja, še posebej kot pomemben del novega, celostnega načrtovanja mest, ki je neločljivo povezan z dinamično strukturo urbanega prostora ter trajnostnim in odpornim okoljem. Nadaljnji razvoj grajenih struktur bo tako lahko zgolj rezultat interakcije med različnimi disciplinami in vejami znanosti, kar je navsezadnje smisel celostnega načrtovanja v arhitekturi v središču katerega je človek in trajnostni razvoj. Trikotnik trajnostnega razvoja tako ostaja aktualen na vseh področjih tudi v prihodnosti.*

Ključne besede: *trajnostni razvoj, trajnostni trikotnik, informacijsko komunikacijska tehnologija, celostno načrtovanje, arhitektura.*

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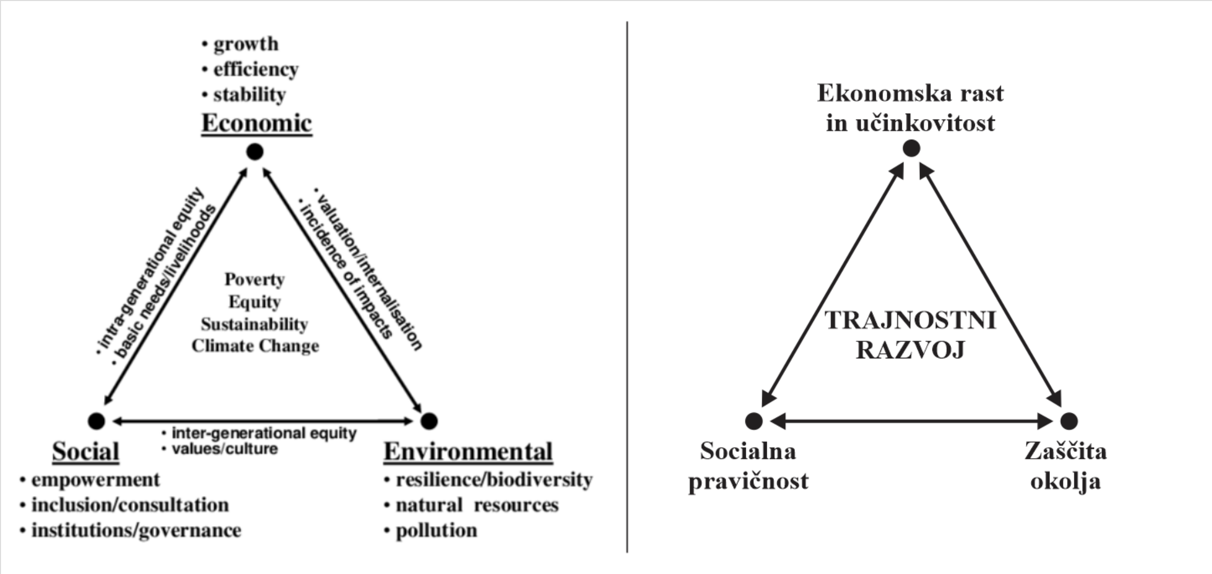
[1] M. Arch, PhD, Higher Vocational School at the School center Novo Mesto, Šegova ul. 112, 8000 Novo Mesto, Slovenia, kovacic.iztok@gmail.com

Trajnostni trikotnik

S pojavom računalnika so vplivi informacijske in komunikacijske družbe preoblikovali življenjski in delovni prostor na povsem nov način in z nepredstavljivo hitrostjo. Hkrati smo se že veliko pred temi spremembami začeli zavedati, da naše obnašanje do okolja ne bo ostalo brez posledic in da močno vpliva na kvaliteto našega življenja. Pojavila se je težnja, da naravo, kulturo in ekonomijo obravnavamo na način, ki smo ga poimenovali trajnostni razvoj. Obstaja več definicij trajnostnega razvoja, vendar ena najbolj pogostih izhaja iz poročila svetovne komisije za okolje in razvoj »Our Common Future« (WCED, 1987): Trajnostni razvoj je razvoj, ki zadovoljuje potrebe sedanjega človeškega rodu, ne da bi pri tem ogrozil zadovoljevanje potreb prihodnjih generacij.

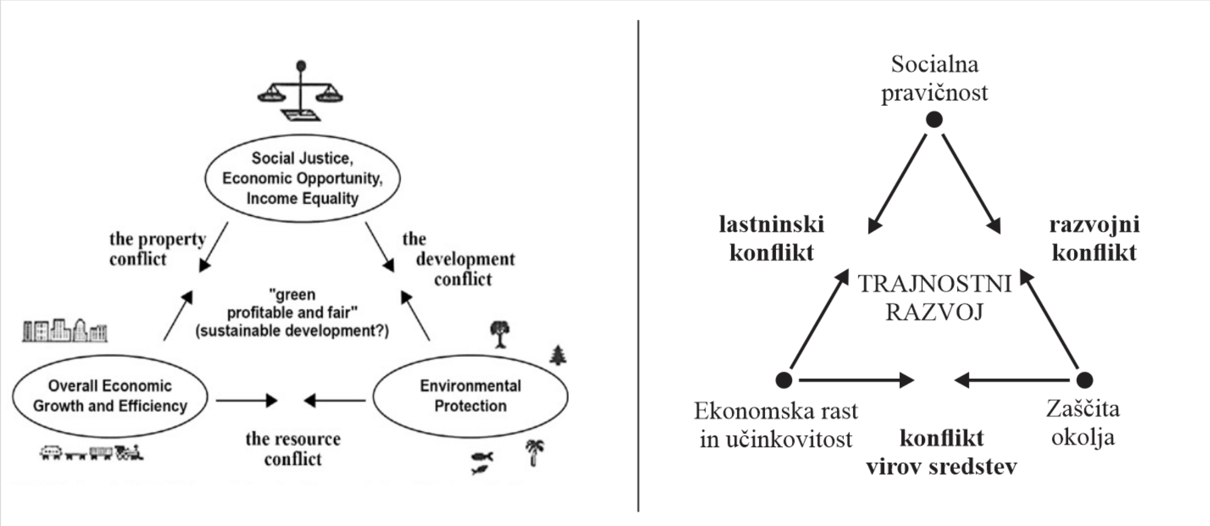
Pri prizadevanju za trajnostni razvoj je torej treba slediti načelu uravnoteženja treh temeljnih komponent, ki so: varovanje okolja, ekonomska rast in družbena enakost. Za bolj učinkovito razlago vseh treh vidikov je Mohan Munasinghe leta 1992 za potrebe mednarodne konference Združenih narodov za okolje in razvoj (UNCED) v Riu de Janeiru predstavil trikotnik trajnostnega razvoja oz. tako imenovani trajnostni trikotnik.



Slika 1. Trikotnik trajnostnega razvoja – ključni elementi in povezave (Munasinghe, 1992)

Trajnostni razvoj zahteva uravnoteženo in celostno analizo s treh glavnih vidikov: gospodarskega, družbenega in okoljskega. Vsak vidik predstavlja domeno in sistem, ki ima svoje ločene gonilne sile in cilje. Ekonomski pogled je usmerjen v izboljšanje blaginje ljudi, predvsem s povečanjem porabe blaga in storitev. Okoljsko področje se osredotoča na zaščito celovitosti in odpornosti ekoloških sistemov. Socialna domena poudarja bogatenje človeških odnosov in doseganje individualnih in skupinskih stremljenj (Munasinghe, 2002).

Že na začetku pohoda preboja računalnika ter kasneje z informacijsko revolucijo na prelomu tisočletja so predvidevanja za prihodnost smelo napovedovale spremembe bivalnega okolja, družbe in mest. Nekako v senci teh futurističnih napovedi je Campbell Scott v svojem delu »Green Cities, Growing Cities, Just Cities? Urban planing and the contradictions of sustainable development« razvil teorijo o zelenih mestih in trajnostnem načrtovanju mest. Pri tem je uporabil in nadgradil zasnovo trajnostnega trikotnika, kot je razvidno s spodnje slike (Campbell, 1996).



Slika 2. Trikotnik nasprotujočih si ciljev za načrtovanje in trije povezani konflikti. (Campbell, 1996)

Vsi trije cilji trajnostnega razvoja so zelo pomembni, a se na žalost velikokrat med seboj izključujejo. Različno usmerjeni cilji in interesi povzročajo v praksi tri različne konflikte:

- **Lastninski konflikt** se ustvari med ciljema socialne pravičnosti in ekonomske rasti ter učinkovitosti. Ukvarja se z določanjem meje med privatno lastnino in javnim dobrim.
- **Konflikt virov sredstev** nastane med ciljema ekonomske rasti in učinkovitosti ter zaščito okolja. Pojavi se vprašanje, do katere mere lahko še izkoriščamo naravno okolje zaradi ekonomskih interesov.
- **Razvojni konflikt** nastane med ciljema socialne pravičnosti in zaščite okolja. Ukvarja se z vprašanjem, kako sočasno povečati socialno enakost in obvarovati naravo.

Prvi konflikt, ki se poraja med ekonomsko rastjo in učinkovitostjo ter socialno pravičnostjo, izhaja iz rabe posesti, kjer si nasproti stojita zasebni interes na eni ter javno dobro na drugi strani. Tak je na primer odnos med najemodajalci in najemniki ali pa pobudniki za gentrifikacijo (transformacija mestnih predelov v prostore višjih družbenih razredov) in dolgoletnimi prebivalci. Ta konflikt je še bolj zapleten, ker se vsaka stran ne le upira drugi, ampak jo potrebuje tudi za svoje lastno preživetje. Protislovna težnja kapitalistične, demokratične družbe, da lastnino (kot sta stanovanja ali zemljišče) opredeli kot zasebno imetje, a se hkrati zanaša na intervencijo države (npr. najemna, socialna stanovanja), da se zagotovi koristne družbene vidike iste lastnine, je tisto, kar Richard Foglesong (1986) imenuje "lastninsko protislovje". Konflikt določa mejo med zasebnimi interesi in javnim dobrim (Campbell, 1996, str.298).

Podobne težave najdemo tudi pri konfliktu med ekonomsko rastjo in učinkovitostjo ter zaščito okolja. Lahko bi ga povzeli tudi kot bitko »človeka proti naravi«. Gre za to, da se poslovni svet upira regulaciji izkoriščanja naravnih virov, hkrati pa to regulacijo potrebuje za ohranitev virov za sedanjo in bodočo porabo. Konceptualno bistvo tega konflikta je torej napetost med ekonomsko uporabnostjo naravnih površin v industrijski družbi in njihovo ekološko uporabnostjo v naravnem okolju. Ta konflikt definira mejo med razvito mestno krajino in nerazvito divjino, kar lahko simbolično imenujemo "meje mesta" (»city limits«) Meja ni določena, ampak je spremenljiva zaradi dinamike med seboj povezanih in odvisnih skupin, njihovih interesov in moči (Campbell, 1996, str. 298-299).

Tretji konflikt je najteže določljiv. Leži med cilji socialne pravičnosti, ohranjanja okolja in izhaja iz problema skupnega reševanja obeh prej omenjenih konfliktov. Od tu izhaja najzahtevnejša uganka trajnostnega razvoja: kako povečati socialno pravičnost in hkrati zaščititi okolje. Kako lahko tistim na dnu družbe zagotovimo gospodarske priložnosti za kvalitetnejše življenje, če bi varovanje okolja povzročilo upočasnjeno gospodarsko rast? V svetovnem merilu lahko prizadevanja za varovanje okolja povzročijo upočasnjeno gospodarsko rast v mnogih državah, kar poslabša neenakosti med bogatimi in revnimi državami. Dejansko bi razvite države prosile revnejše države, naj se odrečejo hitremu razvoju, da bi rešili svet pred učinkom tople grede in drugimi globalnimi izrednimi razmerami.
Ta razvojni konflikt se dogaja tudi na lokalni ravni, na primer v skupnostih, odvisnih od virov in se običajno pojavlja v revnejših gospodarskih panogah, kot je rudarstvo, gozdarstvo in v vseh drugih, v katerih predstavlja varovanje okolja nevarnost ekonomskega propada. Take skupnosti so pogosto prisiljene izbirati med gospodarskim preživetjem in kakovostjo okolja, na primer, ko edine gospodarske priložnosti ponujajo sežigalnice, odlagališča strupenih odpadkov, odlagališča in druge škodljive rabe zemljišč, ki se jim večina sosesk lahko odpove in nasprotuje. Če je, kot trdijo nekateri, varstvo okolja razkošje bogatih, potem je »okoljski rasizem« v središču razvojnega konflikta (Campbell, 1996, str. 299-300).

V svojem delu je Campbell (1996) ugotovil, da trije različni cilji vodijo do treh različnih pogledov urbanističnih načrtovalcev na mesto:

- **Ekonomsko usmerjeni načrtovalec** vidi mesto kot lokacijo proizvodnje, potrošnje, distribucij in inovacij. Mesto je v tekmovalnem odnosu z drugimi mesti za trge in novo industrijo. Prostor razume kot ekonomski prostor avtocest, območij trgovanja in dnevnih migracij na delo.
- **Naravovarstveno usmerjeni načrtovalec** vidi mesto kot porabnika naravnih virov in proizvajalca odpadkov. Mesto je v tekmovalnem odnosu z naravo za redke vire in zemljo in ji vedno predstavlja grožnjo. Prostor dojema kot ekološki prostor zelenih poti, rek, kotlin in ekoloških niš.
- **Socialno usmerjeni načrtovalec** vidi mesto kot lokacijo konflikta porazdelitve dobrin, storitev in priložnosti. Tekmovanje poteka znotraj mesta samega, med različnimi socialnimi skupinami. Prostor dojema kot prostor socialne interakcije različnih skupnosti, sosedskih organizacij in delavskih združenj, torej kot prostor socialnega združevanja in segregacije.

Nove tehnologije in celostno načrtovanje

Kot je trdil že Kohlbrenner na prelomu tisočletja, se bo zaradi pojava računalnika in s tem povezanih pridobitev tehnološkega napredka mesto sicer spremenilo, vendar pa se bo sistem mesta ohranil (1999, str. 169). Znotraj tega sistema se bodo odvijali procesi, ki zajemajo spremembe delovnih in bivalnih prostorov mesta ter ga na ta način preoblikujejo. Pri tem je značilno, da se mesto odziva zelo počasi, medtem ko se delovni procesi v navezavi na najmodernejšo tehnologijo zelo hitro spreminjajo. Razlika je torej v hitrosti prilagajanja, pri čemer se tudi mestni prostor ves čas preoblikuje in spreminja ter širi svoje meje.

Zaradi zaznanih sprememb je po Abukhaterju potrebno vedno znova razmišljati o celostni arhitekturni oz. načrtovalski teoriji. Čeprav sama po sebi ni uporabna, je teorija ključnega pomena pri zagotavljanju potrebnega referenčnega okvira. S pomočjo teorij lahko prihodnje raziskave gradijo na teorijah preteklosti, ki so bile razvite kot reakcija na prejšnje in obstoječe načrtovalsko razmišljanje in prakso. V nasprotnem primeru bo intelektualna skupnost v določenem trenutku, nevedoč, kaj je bilo že storjeno, vedno nagnjena k temu, da začne z ničle v iskanju novega znanja (2009).

Trajnostni model po Campbellu predstavlja načrtovanje kot trikotnik, ki pooseblja sinergično integracijo treh glavnih konkurenčnih interesov, vključno z lastniškim kapitalom, gospodarstvom in okoljem (Campbell in Fainstein, 2003). To pa ne pomeni, da bo upoštevanje trajnostnega modela zagotovilo odpravo teh konfliktov. Nasprotno, sledenje temu modelu bo dejansko sprožilo konflikte in sprožilo debate, ki so resnične in zdrave. Resnične so, ker so neizogibne in se pojavljajo pri vsaki odločitvi o načrtovanju; in zdrave, ker se nagibajo k ustvarjanju in izvajanju plodne in smiselne razprave med različnimi akterji in sektorji načrtovanja, ki povečujejo sprejemanje in pripravljenost za spraševanje ter posledično ustvarjajo trdnejše in utemeljene odločitve (Abukhater, 2009).

Pri tem je torej trajnostni model pomemben del novega, celostnega načrtovanja mest, ki ga izpostavlja tudi Milojević: celostno načrtovanje kot načrtovalski pristop, se je razvijal od sredine dvajsetega stoletja do danes ter je neločljivo povezan s kompleksnim značajem urbanega prostora ter trajnostnim in odpornim okoljem. Urbani razvoj je danes proces, ki je usmerjen v trajnostna in odporna naselja. Tega cilja ni mogoče doseči brez integriranega načrtovanja. Številni problemi, s katerimi se srečujejo urbana območja, ki se želijo razvijati, so med drugim posledica nerazvitih praks celostnega načrtovanja, zlasti v postsocialističnih državah Evrope (Milojević, 20189.

Odziv in izziv arhitekture

Nove tehnologije prispevajo dodano kvaliteto v vsakdanjem arhitekturnem prostoru. S pospešeno integracijo računalnika v najrazličnejše segmente bivalnega okolja je bil v zadnjih letih dosežen velik napredek pri vzpostavitvi izboljšane kvalitete življenja ljudi, ki bivajo v njem. Kot primer vzemimo moderne enodružinske hiše: le-te se v nasprotju s hišami predhodne generacije, ki so bile namenjene predvsem preprostemu bivanju, veliko bolj odzivajo na potrebe uporabnika. Različni sistemi razsvetljave, ogrevanja, ohlajanja, senčenja, protivlomne zaščite, zaščite proti požaru itd. se povezujejo preko inteligentnih instalacij. Na ta način hiše postajajo kompleksnejše, ponujajo več ugodja in so opremljene tako, da je poskrbljeno za udobje, varnost in varčevanje z energijo (Kovačič, 2005).

Drug primer predstavlja razvoj delovnega prostora oz. pisarn in delovnih mest, kjer se je uveljavil nov koncept dela na daljavo, ki je ob dokazanih časovnih in prostorskih prednostih ter ugodnih pogojih nadomestil tradicionalno samostojno delovno mesto. S tem pa razvoj še zdaleč ni končan. Arhitekturni izzivi v prihodnosti so usmerjeni k še bolj kompleksnejši prepletenosti informacijskega omrežja s fizično arhitekturo, katere osnovni namen je še vedno ta, da služi človeku za potrebe bivanja. Kot pravi Guallart (2004) je človek edini pravi razlog za obstoj grajenega okolja. Zato bo potrebno še enkrat znova preučiti razlike v odnosih človeka do prostora, ki zadevajo: velikost in fleksibilnost potrebnega prostora, kulturne dejavnike, delovne navade, spol, starost, spalne navade, čas odsotnosti od doma, obiske, prisotnost otrok, lastništvo prostora, prisotnost drugih živih bitij (rastline/živali), odnos v kontekstu do bližnjega okoliša, prisotnost telekomunikacij (telefon, televizija, računalnik, internet), odnos do zdravja itd.

Za primer ponazoritve trajnostnega trikotnika v arhitekturi lahko vzamemo enodružinsko hišo. Trajnostna arhitektura naj bi izhajala iz vrednostnih izhodišč, ki upoštevajo celoten proces: od načrtovanja, načina gradnje, uporabe, vzdrževanja in razgradnje objekta. In če enodružinska hiša v sociološkem smislu predstavlja nekakšen ideal v sodobnem svetu, je to na nek način logično, saj je tudi družina pojmovana kot osnovna celica družbe. Sicer pa mora hiša z vidika uporabnika nuditi udobno bivanje in uporabnost. Iz ekonomskega vidika je pomemben vložek v izbrane gradbene materiale, ki morajo odgovarjati določenim standardom kakovosti in omogočiti dolgo življenjsko dobo objekta, pri tem pa se ne sme zanemarjati niti okoljskega vidika, ki naj predvideva izbor lokalnih in po možnosti naravnih gradbenih materialov. Poleg gradnje je potrebno upoštevati tudi uporabo in vzdrževanje objekta, ki morata biti ravno tako ekonomsko in okoljsko vzdržna, kar lahko dosežemo z uporabo moderne tehnologije, ki izkorišča predvsem obnovljive vire energije.

Dejstvo je, da se tudi v majhnem merilu pojavljajo konflikti, kot jih je nakazoval že Campbell. Na primer, zakaj težimo h gradnji individualnih stanovanjskih hiš, ko bi lahko v socialnem smislu zmanjševali vpliv lastninskega konflikta, s tem ko bi gradili večstanovanjske objekte, ki ravno tako omogočajo dostojen bivalni standard, obenem pa so tudi prostorsko manj potratni. Razvojni konflikt se recimo najbolj odraža skozi tako imenovano energetsko revščino, ko stanovalci zaradi socialnih razmer nimajo druge izbire in živijo v zanje prevelikih, energetsko razsipnih hišah, ki si jih ne morejo privoščiti, hkrati pa se ne morejo odseliti drugam. Ob primerni ponudbi stanovanj in posluhu javnega sektorja so seveda take zagate rešljive. Pomemben je tudi konflikt virov sredstev, ko zaradi uporabe dražjih ekoloških materialov, ki so sicer sprejemljivejši za okolje, vlagamo neprimerno več sredstev v gradnjo funkcionalno povsem enakih objektov. Na tem mestu se zopet izkaže pomen novih tehnologij in digitalizacije, tako pri načrtovanju (BIM tehnologija) kot pri gradnji, vzdrževanju in nenazadnje pri razgradnji objekta.

Projekcije za prihodnost so si enotne glede napovedi, da se bodo arhitektom pri projektiranju objektov v vse večji meri pridruževali računalniški programerji, strojni in elektro inženirji, fiziki, antropologi, ergonomi, oblikovalci, poznavalci spletnih tehnologij … nenazadnje bo verjetno glede na razmere čedalje bolj pomembni delež prispevala tudi medicinska stroka. Nadaljnji razvoj grajenih struktur bo tako lahko zgolj rezultat interakcije med različnimi disciplinami in vejami znanosti, kar je navsezadnje smisel celostnega načrtovanja v arhitekturi v središču katerega je človek in trajnostni razvoj. Trikotnik trajnostnega razvoja tako ostaja aktualen na vseh področjih tudi v prihodnosti.

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MERJENJE IZGORELOSTI OPERATIVNIH VODIJ POLICIJE: PREGLED RAZSIKAV IN ŠTUDIJA PRIMERA Z UPORABO VPRAŠALNIKA

Fadil Mušinović https://orcid.org/0000-0003-4729-7596[1]

Povzetek: *Pregled raziskav kaže na to, da je delo policista stresen in poseben poklic. Vodenje dela na operativni ravni slovenske policije zahteva od vodij veliko napora in posledično temu tudi njihova izpostavljenost različnim dejavnikom, ki vodijo v izgorelost. Na vzorcu vodij 111 policijskih postaj v Sloveniji je bila s pomočjo anketnega vprašalnika MBI - Maslach Burnout Inventory merjena izgorelost. Anketni vprašalnik so izpolnjevali vodje policijskih postaj in njihovi neposredno podrejeni - pomočniki komandirjev. Namen raziskave je bil ugotoviti, ali obstajajo statistično značilne razlike v dejavnikih izgorelosti med vodji policijskih postaj in njihovimi pomočniki komandirjev. Anketni vprašalnik je izpolnilo 51, 82 % od 411 sistemiziranih vodilnih delovnih mest na policijskih postajah. Rezultati so pokazali, da obstajajo statistično značilne razlike v dejavnikih izgorelosti in da so pomočniki komandirjev v primerjavi z vodji policijskih postaj bolj izčrpani. Ugotovitve iz raziskave so temelj za nadaljnje raziskave in spremembe organiziranosti dela na operativnih ravneh vodenja policijskih postaj.*

Ključne besede*: policijska postaja, izgorelost, čustvena izčrpanost, vodja policijske postaje, pomočnik vodje.*

BURNOUT MEASUREMENT IN POLICE HEAD OFFICERS: RESEARCH REVIEW AND CASE STUDY USING MBI QUESTIONNAIRE

Summary: *A review of research shows that the work of a police officer is stressful and a special profession. Managing work at the operational level of the Slovenian police requires a lot of effort from the leaders and, consequently, their exposure to various factors that lead to burnout. Burnout was measured on a sample composed of heads of 111 police stations in Slovenia using the MBI - Maslach burnout inventory questionnaire. The questionnaire was completed by the heads of police stations and their immediate subordinates - assistant commanders. The purpose of the research was to determine whether there are statistically significant differences in burnout factors between police station chiefs and their assistant commanders. The survey questionnaire was completed by 51, 82% of the 411 systematized managerial positions at police stations. The results showed that there are statistically significant differences in burnout factors and that assistant commanders were more exhausted compared to police station chiefs. The findings from the research are the basis for further research and changes in the organization of work at the operational levels of police station management.*

Key words: *police station, burnout, emotional exhaustion, police station chief, assistant chief.*

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[1] Dr., Višji predavatelj, Fakulteta za komercialne in poslovne vede, Lava 7, 3000 Celje, fadil.musinovic@siol.net

Uvod

Množica raziskav (Maslach in Schaufeli; Halbesleben in Buckley; Gold in Roth), kaže na to, da izgorevanje na delovnem mestu predstavlja resen problem. Tako za posameznika kot tudi za različne organizacije. To velja tudi za zaposlene v javnem sektorju, kamor sodijo tudi vodje policijskih enot in njihovi pomočniki. Problem, ki smo ga preučevali je večplasten. Potrebno ga je razumeti v duhu časa, v duhu globalizacije in trenutne krize, reorganizacije policije in sprejetja nove policijske in delovno pravne zakonodaje. Hkrati je potrebno razumeti, da gre za bolezen. WHO v ICD-10 uvršča izgorelost med faktorje, ki vplivajo na zdravje. Uvršča jo v področje »problemov, ki so povezani z upravljanjem težav v življenju, z izjemo problemov, ki so povezani s socialno ekonomskimi in psihosocialnimi okoliščinami«. Izgorelost z oznako Z73.0 pomeni »stanje vitalne izčrpanosti« (ICD-10).

Zgodovinski pregled izgorelosti

Koncept izgorelosti se je razvijal preko treh zaporednih faz razvoja (Maslachova in Schaufeli, 1993), in sicer se je začetna, prva faza pojavila v začetku 70-let prejšnjega stoletja. Zanjo je značilno število člankov, ki so vsebovali začetne opise izgorelosti. Fenomen so poimenovali in pokazali, da ne gre zgolj za nenormalen odziv nekaj deviantnih posameznikov, temveč gre za relativno zelo pogost pojav. V to fazo sodi raziskovanje in opisovanje izgorelosti, ko je izraz uporabil Bradely (Kukovec - Pšeničny, 2005). Za začetno fazo je tudi značilna ugotovitev, da je nastanek pojma izgorelosti moč pripisati socialnim temeljem. Kot navajata (Maslach in Schaufeli, 1993) pojem ni nastal kot akademski konstrukt, temveč izhaja iz pragmatičnih osnov oziroma iz realnih socialnih problemov v resničnem svetu. Približno v istem času se je z raziskovanjem načinov soočanja s problemi čustvene narave pri delu ukvarjala tudi Maslachova, ki je do pojma izgorelosti prišla po naključju, v pogovoru o izsledkih raziskave (Maslach in Schaufeli, 1993). Maslachova, Bradely in Freudenberger niso edini avtorji in raziskovalci, ki so se v 70-tih letih ukvarjali z raziskovanjem izgorelosti. Za to fazo je nadalje značilno tudi to, da je pomen pojma »izgorelost« močno variiral glede na avtorja prispevka oziroma raziskovalca. Posledica sta bili dve dejstvi. Avtorji so se pogosto pogovarjali o različnih fenomenih, čeprav je bila vsebina pogovora vedno izgorelost, in drugič, koncept izgorelosti se je tako vsebinsko razširil, da je zajemal veliko več kot je bilo prvotno mišljeno. Tretja značilnost začetne faze razvoja pojma izgorelosti je bila, da literatura o izgorelosti v večjem delu ni bila empirična. Večina je sledila enakemu vzorcu pisanja. Najprej se je opisala stresna narava določenega poklica, sledila je povezava med stresom v tem poklicu z izgorelostjo. Prispevek je vključeval eno ali več študij primerov, ki so ilustrirale izgorelost v tem poklicu. Na koncu so bili običajno zabeleženi predlogi za preventivne strategije. Eden od razlogov za takšne prispevke je bil v tem, da so bili praktiki veliko bolj zainteresirani za izgorelost kot akademiki (Maslach in Schaufeli, 1993).

Drugi del zgodovinskega razvoja je potekal v okviru t. i. empirične faze, ki se je začela v 80-tih letih prejšnjega stoletja. Značilna je večja osredotočenost, konstruktivnost in, kot ime faze samo pove, večja empiričnost v primerjavi z začetno fazo. V tej fazi je bilo napisanih veliko prispevkov in knjig o izgorelosti. Za to obdobje je značilna tudi širitev interesa raziskovanja izven meja Združenih držav Amerike. Najprej v angleško govoreče sosednje države, nekoliko kasneje pa tudi v večino evropskih držav (Maslachova in Schaufeli, 1993).

Tretji del razvoja se nadaljuje skozi raziskave v kontekstu poklicev, ki se ukvarjajo s človeškimi viri, poleg navedenega pa se širijo tudi na druga področja. Takšna področja so policijska dejavnost, vojska, športniki, menedžerji pa tudi politični aktivizem in družine. Uporaba pojma izgorelosti se je razširila v širino bolj kot ostali podobni koncepti. Raziskovalci predlagajo različne modele raziskovanja koncepta in raziskujejo organizacijske spremenljivke kot so: zadovoljstvo z delom, stres, konflikt vlog, preobremenjenost, absentizem, pričakovanja, odnosi s sodelavci in nadrejenimi, odnosi s strankami, filozofija podjetja in podobno. Poleg navedenega se pojem izgorelosti raziskuje v povezavi z osebnimi spremenljivkami, kot so demografske spremenljivke, npr. spol, starost, izobrazba, spremenljivke osebnosti, npr. lokus kontrole, zdravje, odnosi z družino in prijatelji, osebne vrednote in pripadnost (Maslachova in Schaufeli, 1993).

Pregled pojmov raziskave

Izgorelost

Izgorelost je tako pomemben fenomen, da se je več avtorjev odločilo za sistematično opisovanje objavljenih izsledkov v določenem obdobju. Tako sta se Halbesleben in Buckley (2004) odločila, da to storita za obdobje od 1993 do 2004. Ugotavljata, da sta se tekom časa razvila dva pomembnejša modela izgorelosti, varčevalni model (angl. The conservation of resources model) in model zahtev delovnega mesta (angl. The Job demands – resources model). Nadalje ugotavljata, da se je razvoj izgorelosti širil, ne samo v razvoj modelov temveč tudi v korelate izgorelosti, ki jih lahko razdelimo v dve bistveni smeri: osebnostne moderatorje in odnose socialne izmenjave. Najbolj pogosto od vseh prispevkov se kaže trend ugotavljanja negativne korelacije med izgorelostjo in delovnim učinkom, ki je, kot kaže, vezan le na eno postavko izgorelosti, tj. čustvena izčrpanost.

Izgorelost je določena s tremi primarnimi simptomi, in sicer gre za kombinacijo čustvene izčrpanosti, depersonalizacije in osebne izpolnitve (Maslach, 1982, Halbesleben in Buckley, 2004). Čustvena izčrpanost se nanaša na izčrpavanje čustvenih virov posameznika. Tisti zaposleni, ki so čustveno izčrpani, običajno čutijo kot da jim primanjkuje prilagoditvenih virov in ne zmorejo več dodane vrednosti za delo. Energija, ki so jo porabili za delo se je izčrpala, s tem pa je postalo nemogoče opravljati delo. Depersonalizacija, ki je v literaturi znana tudi pod pojmom cinizem ali umik (angl. disengagement), se pogosto pojavi kot reakcija na čustveno izčrpanost. Nanaša se na proces, pri katerem se zaposleni odtujijo od dela in začnejo razvijati brezčuten odnos do dela, učinka dela in do vsega, kar je z delom povezano, npr. stranke, sodelavci ipd. Znižana osebna izpolnitev se nanaša na zmanjšano zaznavanje sposobnosti pri delu – zaposleni zaznavajo, da dela ne morejo opraviti tako dobro kot so ga lahko nekoč (Halbesleben in Buckley, 2004).

Izgorelost se v literaturi pogosto povezuje s stresom, ki v osnovi pomeni zunanji pritisk oziroma obremenitev na določen predmet (Newhouse, 2000). Pomeni tudi »telesno, fizično, duševno in kemično reakcijo na okoliščine, ki povzročajo zmedenost, nejevoljnost in vzburjenost« (Youngs, 2001). Stres je tudi stanje napetosti, ki ga posameznik doživi, ko je soočen z izjemnimi zahtevami, ovirami ali priložnostmi oziroma posebni psihični, fizični, vedenjski pojavi, ki nastanejo pri posamezniku, če je izpostavljen prevelikim obremenitvam (Možina in ostali, 1994). Kaj pa je izgorelost? Izgorelost je sindrom čustvene izčrpanosti, depersonalizacije in zmanjšanja osebnih lastnosti (Maslach, 1998).

Iz navedenega je razvidno, da gre za dva različna pojava. Najočitnejša razlika med njima je v posameznikovem zavedanju. Tisti, ki so pod stresom se tega dejstva zavedajo takoj, medtem ko se posameznik svojega stanja izgorelosti ne zaveda takoj. (Smith in drugi, 2007, v Mesec, 2008).

Razlika med stresom in izgorelostjo je tudi v vsebini. Posledica stresa je občutek ogroženosti, ki se odraža v krajših ali daljših, pozitivnih in negativnih fizičnih in čustvenih reakcijah. Izgorevanje p a je sindrom, pri katerem je posameznik nenehno razočaran, dalj časa nesamozavesten, ne vidi rešitve, nima več upanja na bolje. Počuti se prazno in brez motivacije (Gold in Roth, 1993).

Kar zadeva merjenja izgorelosti in poklicnega stresa med policisti, sta Freudenberger (1974) in Maslach (1976) v sedemdesetih letih prejšnjega stoletja prepoznala simptome izgorelosti in opredelila sindrom izgorelosti kot psihološko motnjo, ki jo sproži kronična izpostavljenost delovnemu stresu. Izgorelost je pritegnila precejšnje zanimanje v znanstveni skupnosti in postala skrb za delavce, saj je bila prepoznana kot resna poklicna nevarnost in psihosocialno tveganje pri delu. Definicija, ki sta jo predstavila Maslach in Jackson (1981) navaja, da je izgorelost tridimenzionalni sindrom, ki prizadene delavce, katerih delovne naloge so povezane predvsem s pomočjo in zagotavljanjem oskrbe ali storitev drugim osebam.

Tudi v Sloveniji je izgorelost aktualna tema. K temu priča 338 prispevkov v Virtualni knjižnici Slovenije. Kljub temu, pa pojem še vedno ni v celoti raziskan. Kot poroča Pšeničny (2007), v Sloveniji ni študije, ki bi bila opravljena na splošni populaciji. Pregled prispevkov v Virtualni knjižnici Slovenije namreč pokaže, da je večina raziskovalnih vzorcev povezana s konkretnimi delovnimi skupinami oz. poklici. Najbolj prevladujejo poklici v zdravstvu, socialnem delu in vzgoji ter izobraževanju.

Majhen del raziskav se nanaša na raziskovanje pojma izgorelosti v slovenskih varnostnih organih (policija, vojska). Konkretno za slovensko policijo so v Virtualni knjižnici Slovenije dostopni naslednji prispevki:

- Dejavniki izgorelosti policijskih managerjev (Mušinović, 2013)
- Poklicna izgorelost policistov (Majcenovič, 2010)
- Izgorelost policistov (Purgaj, 2007)
- Možnost razvoja depresivne motnje pri policistih (Težak, 2008)
- Storilnostna motivacija in izgorelost policistov (Koporec in Kocjančič, 2005)

V vseh teh prispevkih je pojem izgorelost povezan predvsem s policisti, ni pa povezan s specifično kategorijo uslužbencev v policiji, policijskih vodij na lokalnem nivoju organiziranosti, ki predstavljajo operativni menedžment.

Policijski menedžment

Organiziranost policije je opredeljena v Zakonu o organiziranosti in delu policije (ZODPol). Policija deluje kot organ v sestavi Ministrstva za notranje zadeve Republike Slovenije. Policija je organizirana trinivojsko. Sestavljajo jo generalna policijska uprava, policijske uprave in območne policijske postaje (ZODPol, 16. člen). Policijo vodi generalni direktor policije, ki vodi tudi delo generalne policijske uprave (ZODPol, 17. člen). Policijska uprava je organizacijska enota policije, ustanovljena na določenem območju države (ZODPol, 23. člen). Policijsko upravo vodi direktor oziroma direktorica policijske uprave, ki je za svoje delo in za delo policijske uprave odgovoren generalnemu direktorju policije (ZODPol, 24. člen).

Podoben odnos kot med generalno policijsko upravo in policijsko upravo velja tudi med policijsko upravo in območno ali področno policijsko postajo. Območna policijska postaja je organizacijska enota policije, ustanovljena za neposredno opravljanje nalog policije na določenem območju policijske uprave (ZODPol, 27. člen). Območno policijsko postajo vodi komandir oziroma komandirka, ki je za svoje delo, stanje na policijski postaji in delo policijske postaje odgovoren direktorju policijske uprave (ZODPol, 28. člen).

Operativni management v policiji se nanaša na vodenje območne policijske postaje. Območno policijsko postajo vodi komandir oziroma komandirka, ki je za svoje delo, stanje na policijski postaji in delo policijske postaje odgovoren direktorju policijske uprave (ZODPol, 28. člen). V okviru sistemizacije delovnih mest posamezne policijske postaje so poleg komandirja sistemizirana tudi delovna mesta pomočnik komandirja. Gre za dve vrsti delovnih mest, ki so odvisna od zahtevnosti dela določene policijske postaje in zahtevnosti dela delovnega mesta. Ena vrsta delovnega mesta pomočnik komandirja že v osnovi zahteva najmanj visoko strokovno izobrazbo, druga pa najmanj višjo strokovno izobrazbo. S tem je povezano tudi plačilo za delo, potrebne delovne izkušnje ter vsebina nalog, ki jih posamezni pomočnik komandirja opravlja.

Dela in naloge vodje policije enote in pomočnika komandirja so opredeljen z internim Aktom o notranji organizaciji, sistemizaciji, delovnih mestih in nazivih v policiji.

Raziskovalni načrt

(Maslach, in Jackson, 1981 in 1986) prilagojenega vzorcu raziskovanja smo postavili dve hipotezi:

HIPOTEZA 1: Obstajajo statistično značilne razlike v dejavnikih izgorelosti med vodji policijskih enot in njihovimi pomočniki.

Opis del in nalog vodij policijskih nalog je usmerjen v vodenje policijske enote, njihovi pomočniki so bolj usmerjeni v operativno delo in njihovo vodenje. Pomočniki vodij policijskih enote vodijo tudi prekrškovne postopke, opredeljene v Zakonu o prekrških. Ti postopki so številčni in zahtevajo veliko časa. Vse to vpliva na psihično stanje pomočnikov vodij policijskih enot.

HIPOTEZA 2: Obstajajo statistično značilne razlike med starejšimi in mlajšimi policijskimi menedžerji pri doživljanju izgorelosti.

Posamezni vodja policijske enote to delovno mesto zaseda dalj čas in glede na svoje izkušnje, odločitve sprejema lažje kot njegovi pomočniki. To vpliva tudi na manjšo izčrpanost in osebno zadovoljstvo.

V nadaljevanju predstavljamo metodološki pristop, s katerim smo iskali odgovore za preverjanje zastavljenih hipotez.

Opis vzorca

V vzorec smo vključili vodje policijskih enot - komandirje in pomočnike komandirjev policijskih postaj v Sloveniji. V času raziskave, leta 2013, je v Sloveniji bilo 111 policijskih postaj, kar pomeni, da je tudi 111 delovnih mest vodja postaje - komandir. V policijskih postajah je zaposlenih še 288 pomočnikov komandirjev, skupaj torej 399.

Raziskovalni pristop

S pomočjo brezplačnih orodij je bil izdelan spletni anketni vprašalnik, in sicer na podlagi podatkov, ki sta jih priskrbela Maslach in Jackson (1981 in 1986). Vprašalnik MBI - Maslach Burnout Inventory (Maslach, in Jackson, 1981 in 1986) je bil prilagojen konkretnemu vzorcu, in sicer s pomočjo že znanih teoretičnih izhodišč drugih prispevkov.

Vprašalnik je bil sestavljen iz 22 trditev, na katere se je odgovarjalo s pomočjo sedemstopenjske lestvice. Sedemstopenjska lestvica pri trditvah v osnovnem delu vprašalnika (22 trditev) se je gibala v semantičnem diferencialu, in sicer od 0, kar je pomenilo nikoli, do 7, kar je pomenilo vsak dan. Sodelujoči so v okviru vprašalnika imeli napisana tudi ustrezna navodila. Odgovori na vsa ta vprašanja so bili obvezni. Osnovni podatki vprašalnika so se nanašali na določitev spola sodelujočega, starosti, delovnih izkušenj vodenja, izobrazbe, velikosti policijske postaje, števila pomočnikov komandirjev v enoti in določitve, na katerem delovnem mestu posamezni sodelujoči v raziskavi dejansko dela.

Pri analiziranju rezultatov in ugotovitev smo s pomočjo metode analize členili povzete rezultate oziroma njihove sestavne dele in jih nato s pomočjo metode sinteze in logičnega povezovanja in združevanja sintetizirali v pojme. Pojmi na svojstven način tvorijo unikatno celoto.

S pomočjo metode klasifikacije oziroma kategorizacije smo posamezne rezultate raziskave združili v nove kategorije podatkov. Za obdelavo podatkov je uporabljen statistični paket SPSS.

Pri raziskavi smo izhajali iz predpostavk, da je tema izgorelosti aktualna ter da še ni v celoti raziskana. Prav tako še ni bila merjena izgorelost vodij policijskih postaj in njihovih pomočnikov.

Rezultati in razprava

Pridobljene podatke anketnega vprašalnika smo izvozili v format, ki ga podpira programski paket SPSS – Statistical Package for the Social Sciences, in sicer .SAV (IBM.com). S pomočjo navedenega programskega paketa smo z vprašalnikom pridobljene podatke statistično analizirali.

Potrditev hipotez

V raziskavi je sodelovalo 213 vodij policijske enote in njihovih pomočnikov. To predstavlja 51,82 odstotni delež vseh sistematiziranih delovnih mest. Vodij policijske enote, ki so izpolnili anketni vprašalnik je bilo 70, od tega 67 moških in 3 ženske. Sodelovalo je 143 pomočnikov vodij, od tega 139 moških in 4 ženske. Starost sodelujočih v raziskavi se je gibala v razponu od 25 do 54 let. Največji delež (53,99 %) je bil v starostni skupini od 35 do 44 let. Največ sodelujočih (51,17 %) je imelo visoko strokovno izobrazbo, najmanj sodelujočih je imelo doktorat znanosti (2 ali 0,94 % vseh sodelujočih).

Tabela 2

Sumarni rezultati razlik med starejšimi in mlajšimi policijskimi managerji (Mušinović, 2013)

		M	SD	F
SUMČI	od 25 do 34	31,26	11,118	
	od 35 do 44	32,14	13,714	
	od 45 do 54	27,53	15,093	
	Skupaj	30,65	13,839	
SUMDEP	od 25 do 34	15,14	5,337	
	od 35 do 44	14,05	5,991	
	od 45 do 54	13,10	7,091	
	Skupaj	13,95	6,242	
SUMOI	od 25 do 34	30,91	5,802	
	od 35 do 44	33,21	6,588	
	od 45 do 54	34,82	6,406	
	Skupaj	33,30	6,509	*

SUMČI – seštevek rezultatov pri čustveni izčrpanosti, SUMDEP – seštevek rezultatov pri depersonalizaciji, SUMOI – seštevek rezultatov pri osebni izpolnitvi, (N – numerus) od 25 do 34 = 35, (N – numerus) od 35 do 44 = 116, (N – numerus) od 45 do 54 = 62, ns = no significance (ni statistično pomembno), M – aritmetična sredina, SD – standardni odklon, F(2,210), * $p < 0,05$, ** $p < 0,01$, *** $p < 0,001$.

Tabela 2 prikazuje rezultate povezane s trditvijo hipoteze 2, in sicer »Obstajajo statistično značilne razlike med starejšimi in mlajšimi policijskimi menedžerji pri doživljanju izgorelosti.« Rezultati so sumarni in prikazujejo povprečja, standardne odklone ter statistično pomembnost razlik za prikazane kategorije sodelujočih, starih od 25 do 34 let, od 35 do 44 in od 45 do 54.

Rezultati kažejo, da pri seštevku rezultatov ni statistično pomembnih razlik med navedenimi kategorijami pri čustveni izčrpanosti in depersonalizaciji, so pa pomembne razlike pri osebni izpolnitvi. Podatki kažejo na to, da starejši kot so sodelujoči, višje rezultate dosegajo pri osebni izpolnitvi.

Praktična uporaba rezultatov

Raziskava, ki je bila opravljena med tako imenovanim policijskim menedžmentom na operativni ravni, ki ga sestavljajo vodje policijskih enot in njihovi pomočniki, poudarja potrebo po nadaljevanju raziskav o izgorelosti menedžmenta v policiji na vseh treh ravneh organiziranosti policije: generalni policijski upravi, policijskih upravah in na operativnem menedžmentu policije, to je vodstvu policijskih postaj. Pregled do sedaj opravljenih raziskav in literature poudarja pomen razvoja instrumentov merjenja izgorelosti pri izvajanju in opravljanju policijskih nalog. Rezultati raziskave, ki smo jo opravili, lahko prispevajo k znanstvenim raziskavam o policijskem menedžmentu in delu policije. Prav tako je potrebna večje pozornosti drugod po svetu, s posebnim poudarkom na vzrokih izgorelosti.

Ta raziskava predstavlja preliminarne podatke za slovensko policijo in njen operativni menedžment. V prihodnosti jo je mogoče uporabiti za zgodnje prepoznavanje policijskih vodij, ki jim grozi razvoj izgorelosti. V tej raziskavi so bili uporabljeni podatki vzorca vodij policijskih enot in njihovih pomočnikov, ki predstavlja 51, 82 % vseh sistematiziranih delovnih mest v slovenski policiji. Rezultate je mogoče uporabiti za prepoznavanje ravni izgorelosti pred izvajanjem intervencijskih programov. Poleg tega je s pregledom literature mogoče identificirati znanstvene študije, ki so z vprašalniki merile stopnjo izgorelosti med policisti.

Sklepna misel

Raziskava je pokazala, da so pomočniki vodij policijskih postaj bolj čustveno izčrpani kot vodje. Posledično temu se počutijo bolj izsušene, izčrpane in se težko soočajo z vsakim naslednjim dnem, ko morajo začeti ponovno opravljati svoje delo. Prav tako je celodnevno delo z ljudmi zanje bolj obremenjujoče in se zaradi dela počutijo izgorele. Rezultati niso presenetljivi, saj je delo pomočnikov vodij stresno in preveč obremenjeno. Pomočniki vodij policijskih enot opravljajo in usmerjajo delo policistov, sprejemajo stranke in odločajo v prekrškovnem postopku, ki ga opredeljuje Zakon o prekrških.

Stanje v policijskih enotah, ko pogledamo raziskavo o izgorelosti operativnega menedžmenta v slovenski policiji, ni alarmantno. Vsekakor pa bi vodstvo policije in Policijska akademija, ki je zadolžena za usposabljanja v policiji, morala poskrbeti za ustrezno pripravljene programe usposabljanj in vložiti bistveno več energije in finančnih sredstev v programe preventive ter na ta način poskušala zmanjšati izgorelost in obremenjenost zaposlenih na vodstvenih položajih policijskih postaj. Skozi ustrezne programe bi morali seznanjati vse zaposlene o posledicah izgorelosti in izvajati ustrezne delavnice. Vse to bi pripomoglo k boljšemu stanju v prihodnosti.

Kljub omejitvam raziskav, v katerih se uporabljajo vprašalniki, predlagamo, da se za nadaljnje raziskave uporabi različne metodološke pristope, ki so na voljo, predvsem z namenom zagotavljanja večje veljavnosti in zanesljivosti podatkov, s katerimi se v nadaljevanju operira, in podatkov, ki so uporabni za različne nasvete in rešitve, ki se nanašajo na izgorelost.

Če celoten prispevek sklenemo z zaključnimi besedami, lahko ugotovimo, da se izgorelost raziskuje že mnogo časa, da vsaka ugotovitev doprinese delček k mozaiku sestavljanke čustvene izčrpanosti, depersonalizacije in osebne izpolnitve, ki je zelo pomembna komponenta sleherne delovne organizacije kot tudi slehernega posameznika kot osnovne celice delovanja te organizacije.

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VLOGA PODJETJI PRI USTVARJANJU NOVIH KOMPETENC

Barbara Gril https://orcid.org/0000-0002-8422-9843 [1]

Povzetek: *Spremembe so dobrodošle in pričakovane, vendar se z njimi organizacije skorajda ne znajo soočiti. To se dogaja predvsem, ker te še nimajo dovolj določenih izkušenj, saj v preteklosti do situacij, katere nastajajo v današnjem času, še ni prihajalo. Organizacije so v precepu predvsem iz razloga, ker so se znašle v določenih okoliščinah, ki se danes za njih ter njihovo delovanje predstavljajo kot nekaj novega, drugačnega. Prehod na podnebno nevtralno družbo bo intenziven in hiter. Podjetja bodo s svojimi zaposlenimi morala biti strpna ter odločna. Pokazati bodo morala odgovornost ter prevzeti skrb, da bodo zagotovila uspešno tranzicijo skladno s prihajajočimi smernicami EU. Različni dejavniki bodo privedli do prestrukturiranja kadrovskih struktur, o čemer pa govori tudi ta prispevek, ki opredeljuje vlogo podjetji pri ustvarjanju novih kompetenc. V prispevku je tako moč zaznati poglavja, ki opisujejo izzive, s katerimi se bodo soočala podjetja energetskega sektorja na področju kadrovanja pri prehodu na podnebno nevtralno družbo.*

Ključne besede: *podnebno nevtralna družba, podjetja, energetski sektor, delovna mesta, prehod, spremembe, Evropska Unija.*

THE ROLE OF COMPANIES IN DEVELOPING NEW COMPETENCIES

Abstract: *Changes are normal and welcomed in business, but not many companies know how to cope with them and turn them into opportunities. This is largely due to the fact that companies have never before witnessed so many changes and disruptions in business as they do today. This lack of experience is the key reason why companies fail to adapt to changes. Most notably changes are occurring from increased competition and rapidly changing environment that companies do not know how to respond to. The transition to climate-neutral society will be rapid and intense. In order to successfully cope with these changes, company managers should grow more tolerant of their employees and more decisive in their actions. Companies should take responsibility and ensure a smooth and successful transition, in line with new EU guidelines. Various factors will lead to the restructuring of human resources structures, as evidenced by this paper which defines the role of companies in creating new competencies. In this paper, there are also chapters that discuss the challenges that the companies in the energy sector are facing in terms of human resources as they are trying to achieve this transition.*

Keywords: *climate neutral society, enterprise, energy sector, jobs, transition, change, European Union.*

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[1] PhD. Sociology Student at School of Advanced Social Studies, Gregorčičeva ulica 19, 5000 Nova Gorica, barbara.gril@sinergo-s5.si

Uvod

EU direktive za doseganje podnebne nevtralne družbe so gonilna sila za razvoj znanja v skladu z znanjem o »zelenih veščinah« v gospodarskih sektorjih. (European Commission, 2018). Novi poklici, ki nastajajo, novi razvoji in tehnologije, novi proizvodi in delovanje ter raziskovanje na teh področjih, družbi prinašajo na multidisciplinarnih področjih nove izzive, s katerimi se podjetja morajo soočati v prvi meri. V tem prispevku so opisani nekateri dejavniki, ki prispevajo k lažjemu razumevanju pomena identifikacije kompetenc, ki imajo pomemben vpliv na uspešno in kvalitetno delovanje družbe v prihodnosti.
Ker so podnebne spremembe nedvomno eden največjih izzivov današnjega časa, lahko tako imenovane »poklice prihodnosti« energetskega sektorja povezujemo z identifikacijo novih kompetenc. Te bodo na podlagi zahtev in razmer v skladu z novimi idejnimi investicijami na področju uveljavljanja sprememb vidne kot podpora prihajajočim izzivom. Podjetja imajo namreč pri zaposlovanju in prestrukturiranju kadra različne strategije, ki se navadno povezujejo glede na povpraševane potrebe družbe. (SkillsFuture, 2018).

Konkurenčen in družbeno odgovoren podjetniški in raziskovalni sektor je pomembno gibalo razvoja. Konkurenčnost slovenskega gospodarstva zmanjšuje predvsem nizka dodana vrednost na zaposlenega (produktivnost). V gospodarskem razvoju se višja razvitost kaže v višji tehnološki sestavi gospodarstva in višji dodani vrednosti na zaposlenega zaradi tehnoloških in netehnoloških inovacij. Tako se dviga konkurenčnost gospodarstva, medtem ko podporno okolje spodbuja nove in višje naložbe podjetij v razvoj ter v nova, zlasti bolj kakovostna delovna mesta. Usmeritev v okoljsko sprejemljive tehnologije in ekoinovacije kot pomemben dejavnik konkurenčnosti podjetij pa hkrati prispeva k zmanjševanju obremenitev okolja. Globalno konkurenčen in visoko produktiven podjetniški sektor s krepitvijo davčne kapacitete poleg tega omogoča tudi financiranje kakovostnih javnih storitev za prebivalstvo. Ustvarjanje visoke dodane vrednosti bo podprto z inovacijami, bazičnim in aplikativnim raziskovanjem, spodbujanjem ustvarjalnosti ter z izkoriščanjem digitalnih potencialov in vseh priložnosti, ki jih prinaša četrta industrijska revolucija. S tem želimo povečati tudi število hitro rastočih podjetij z velikim potencialom zagotavljanja novih in kakovostnih delovnih mest. Zato mora država raziskave in inovacije umestiti v središče razvojnih politik za doseganje bolj konkurenčnega in odgovornega podjetniškega in raziskovalnega sektorja. Poleg tega je treba vzpostaviti spodbudno in predvidljivo okolje za poslovanje in investicije, ustrezno infrastrukturo kakovosti, sodobno informacijsko in komunikacijsko infrastrukturo ter zagotoviti ustrezne človeške vire. Pri tem je treba upoštevati tudi posebnosti manjših podjetij. Hkrati je pomembno, da podjetja in raziskovalne organizacije upoštevajo omejitve in priložnosti okolja in prostora ter prispevajo h kakovosti življenja in razvoju družbe (Vlada RS, 2017).

Cilj bomo dosegli (Vlada RS, 2017):

- s spodbujanjem razvoja znanosti in raziskav na prednostnih področjih in prenosa raziskovalnih dosežkov za visoko konkurenčno gospodarstvo, višjo kakovost življenja in učinkovito reševanje družbenih izzivov;
- s spodbujanjem internacionalizacije podjetij z neposrednimi tujimi investicijami in vključevanjem v globalne verige vrednosti ter z vključitvijo raziskovalnih organizacij v mednarodno okolje;
- z zagotavljanjem spodbudnega in predvidljivega podpornega okolja, sistemov standardizacije, akreditacije in meroslovja ter s spodbujanjem razvoja visokotehnoloških podjetij;
- z omogočanjem okolja za ustvarjanje digitalnih trendov, s podporo novim raziskovalnim in tehnološkim idejam, ekonomijo delitve ter razvijanjem globalno konkurenčnih sistemskih rešitev na področju pametnih omrežij in platform;
- s spodbujanjem ustvarjalnosti ter s tem krepitvijo sodelovanja znanosti in umetnosti;
- s spodbujanjem družbene in okoljske odgovornosti podjetij in raziskovalnih organizacij;
- z dolgoročno učinkovitim upravljanjem podjetij v državni lasti in s spodbujanjem umika države iz lastništva podjetij, ki ne pomenijo strateške naložbe.

Članek pravzaprav obravnava situacijo, v kateri se je trenutno znašel celoten svet. Natančneje, Evropa ima zadane nove cilje za doseganje brezogljičnosti do leta 2030 oz. 2050, ki poudarjajo in spodbujajo čimprejšnje aktivnosti, ki bodo v evropskem prostoru pripomogle k doseganju zastavljenih ciljev. Pomemben faktor pri doseganju omenjenega pa so tudi podjetja energetskega sektorja. Slednji namreč s svojim delovanjem omogoča napredek na področju trajnostnega razvoja. Pri tem so seveda pomembni tudi zaposleni v podjetjih. Glede na pričakovanja EU, bodo podjetja energetskega sektorja skladno z novostmi morala upoštevati nove zahteve s strani EU. Pri tem je mišljeno, da bodo tudi zaposleni morali imeti nova znanja, ki so potrebna za doseganje ciljev EU do 2030 oz. 2050.

Raziskovalni proces, ki bo predstavljen v tem članku je zato sestavljen iz predvsem teoretičnega dela, ki povzema razlago teorije o novih zadanih ciljih EU in o pomembnem vidiku kompetenc zaposlenih. V končnem delu je predstavljen del rezultatov, ki zgoraj navedena vidika povzema in dopolnjuje s predstavitvijo že pridobljenih rezultatov raziskave na Poljskem. V začetku članka so tako najprej opredeljene nove smernice s strani EU za zagotavljanje podnebne nevtralne družbe. Sledijo poglavja, ki poudarjajo pomen kompetenc. Na podlagi kombinacij izpostavljenih teorij so dodani še pridobljeni rezultate že opravljene raziskave, ki podaja rezultate analize zaposlitev, ki jih voditelji in predstavniki različnih podjetji na Poljskem iščejo pri potencialnih novih kandidatih za zaposlitev v energetskem sektorju.

Sprašujemo se torej, kakšne bodo spremembe na področju kompetenc v energetskem sektorju glede na prihajajoče uredbe za zagotavljanje podnebne nevtralne družbe v EU prostoru.

Teoretična izhodišča

Ekspertna znanja s področja zagotavljanja podnebne nevtralne družbe, lahko v današnjem času poimenujemo izzivi in spretnosti 21. stoletja. Znanja, ki se pojavljajo v današnjem času so kombinacija kognitivnih ter socialno-čustvenih veščin v povezavi z tehničnimi znanji. (Foong idr., 2018). Skupek vsega za energetski sektor pravzaprav predstavlja reševanje problemov, sodelovanje, komuniciranje ter ustvarjalnost na področju ustvarjanja novih poklicev. Za uspešno zagotavljanje rezultatov globalnih ambicij za trajnostno okolje je pomembno upoštevanje vseh EU smernic in usmeritev k uspešnemu razvoju rešitev. (United Nations idr., 2019).
V povezavi z prehodom na podnebno nevtralno družbo vidimo, da slednjo različni avtorji opredeljujejo kot dejavnik, ki na gospodarstvo močno vpliva. To se hitro razvija in raste, zato je pričakovano, da bo v kadrovskem sektorju prišlo do velikih sprememb na področju zaposlovanja ravno iz potreb po novih znanjih. Kompetence, ki se bodo na novo pojavile, bodo imele vpliv na učinkovito upravljanje družbe:

- **Podnebno nevtralna družba**
  »Doseganje podnebno nevtralne družbe oz. ogljične nevtralnosti pomeni doseganje ravnovesja med človeškimi izpusti CO2 v ozračje in zajemanjem ogljika iz ozračja v ponore. Ponori so sistemi, ki zajemajo več ogljika, kot ga s svojim delovanjem izpustijo; v naravi so to v največji meri gozdovi in oceani.« (Evropski Parlament, 2020)
- **Kompetence v povezavi z zagotavljanjem podnebne nevtralne družbe**
  Pomembne kompetence, ki bodo posledica zagotavljanja podnebne nevtralne družbe so opredeljene na 6 stopenj. Prva stopnja opisuje kompetence osebne učinkovitosti. Druga stopnja govori o akademskih kompetencah. Tretja opredeljuje kompetence delovnega mesta. Četrta stopnja opredeljuje celotne industrijsko-tehnične kompetence, peta govori o področno specifičnih kompetencah, šesta pa opisuje poklicno-specifične kompetence.
- **Preplet kompetenc s podnebno nevtralno družbo**
  Potrebo po uveljavljanju in ustvarjanju novih znanj vidimo na podlagi opazovanja z udeležbo. Ko govorimo o opazovanju z udeležbo mislimo na to, da smo tudi sami bili priča oz. da smo skozi raznorazne poslovne situacije videli potrebo po novih veščinah, novih znanjih in delovnih mestih. Slednja se hitro širi in kaže, kar pomeni, da bo na dolgi rok potrebno reševati problematiko, ki trenutno nastaja v sklopu, ko se gospodarska panoga spopada s strukturnimi spremembami. V skladu z zagotavljanjem uspešnega delovanja organizacije morajo družbe pri svojem delu upoštevati smernice, ki zagotavljajo doseganje podnebno nevtralne družbe. Dve pomembnejši strategiji za zagotavljanje podnebno nevtralne družbe sta upoštevanje smernic nacionalno energetskega in podnebnega načrta - NEPN ter EU zelenega dogovora.

Tako v kontekstu doseganja podnebne nevtralne družbe povezujemo smernice NEPN ter EU smernice zelenega dogovora.
Celoviti nacionalni energetski in podnebni načrt NEPN je akcijsko strateški dokument, ki določa cilje, politike in ukrepe na petih razsežnostih energetske unije za obdobje do leta 2030. To so:

- upoštevanje gospodarskih, okoljskih, socialnih in političnih okvirjev,
- upoštevanje strategij, ki opredeljujejo pet razsežnosti energetske unije v skladu z gospodarskim, okoljskim ter družbenim razvojem,
- upoštevanje ciljev trajnostnega razvoja Agende 2030,
- delovanje organizacije v skladu s prehodom v nizkoogljično krožno gospodarstvo in trajnostno upravljanje naravnih virov,
- pri svojem delovanju organizacija upošteva načrt dolgoročne podnebne strategije,
- upoštevanje smernic Energetskega koncepta Slovenije (EKS).

NEPN program deluje na petih razsežnostih energetske unije, ki so pogoj za uspešno zagotavljanje podnebne nevtralnosti v EU do leta 2050 (Vlada Republike Slovenije, 2020).

NEPN pa se s svojim delovanjem navezuje tudi na izvedbo strategije »zelenega dogovora«.

Evropski zeleni dogovor je načrt za trajnostno gospodarstvo EU. Podnebne in okoljske spremembe, ki jih doživljamo v današnjem času, bodo postale priložnosti za nove ideje in izzive, ki se bodo uvajale na multidisciplinarnih področjih. Potrebno bo povečanje učinkovite rabe obnovljivih virov energije, s prehodom na čisto, krožno gospodarstvo, obnoviti biotsko raznovrstnost in zmanjšati onesnaževanje. Glede na predlog evropskega podnebnega zakona, ki veleva, da bo EU podnebno nevtralna leta 2050, bodo potrebne spremembe na raznolikih področjih. Za doseganje zastavljenega cilja bo pomembno uvajanje sprememb v gospodarskem sektorju. (European Commission, 2019).

Kompetence

Ko govorimo o kompetencah posameznika, to razumemo kot aktivacijo, uporabo in povezanost celote znanj, sposobnosti, motivov, samopodobe in vrednot, ki jih posameznik zna, hoče in zmore uspešno uporabiti v kontekstu in okolju dane situacije. Pravzaprav je kompetentnost posameznika tista, ki mu omogoča, da se v raznih kompleksnih in nepredvidljivih situacijah, ki se pojavijo tako v organizaciji kot v družbi, znajde na način, da uspešno opravi nalogo, vlogo ali reši nastali problem. Če pogledamo primer, da veščine, znanje in sposobnosti posameznika postavimo v okvir socialnega in fizičnega okolja, lahko vidimo, koliko je oseba (ne)kompetentna. Standardi in zahteve dane situacije pravzaprav določajo posameznikovo (ne)kompetentnost na način, da so posameznikove lastnosti, kot so zmožnost, sposobnost ter v končni fazi znanje, tiste, ki opredeljujejo njegovo kompetentnost. (Kohot, 2011).

Model kompetenc je skupek kompetenc, ki skupno opredeljujejo potencial za uspešno delovanje v določenem poslovnem okolju. Modeli kompetenc so temelj za pomembne kadrovske funkcije, kot so: zaposlovanje, usposabljanje in razvoj kadrov ter ohranitev in upravljanje uspešnosti, saj natančno opredelijo, kaj je bistvenega pomena za izbiro, usposabljanje in razvoj lastnega nabora kadrov podjetja. (Center for Energy Workforce Development, 2019).

Identifikacija potrebnih kompetenc in ekspertnih znanj v energetskih družbah

Glede na to, da bodo prihajajoči projekti podjetji z energetskega sektorja usmerjeni predvsem v doseganje ciljev zagotavljanja podnebne nevtralnosti, morajo podjetja zagotavljati kader z ustreznim znanjem z omenjenega področja. To pomeni, da zaposlenim omogočajo širitev znanja na način, da jih predstavijo potrebne informacije, način dela ter hkrati načrt dela skladno z zahtevami in direktivami, omogočijo odprtje novih delovnih mest, omogočijo nagrajevanje za delo v novih pogojih, omogočijo dobro organizacijsko klimo in dobre pogoje dela za uspešno izvajanje projektov. To je predpogoj, saj se v zadnjem času na ravni EU opaža, da zaposleni kader strukturno ne spada ravno v razpored dela na način, da zaposleni opravlja delo za katerega je izobražen oz. za katerega ima znanje. Slednje podatke prikazuje analiza raziskave študije, ki jo je nedavno naročila Evropska komisija, v namene dokumenta »Globoka analiza podpori komunikacije; Čisti planet za vse – Evropska dolgoročna strateška vizija za uspešno, moderno, konkurenčno in podnebno nevtralno gospodarstvo 2018«. (European Commission, 2018). Evropa se bo zato soočala z izzivom na področju veščin, znanj in kompetenc v času, ko se bo gospodarska panoga spopadala s strukturnimi spremembami. V opravljeni raziskavi lahko zaznamo tudi podatek, da bo najverjetneje pri vsem naštetem najbolj opazna strukturna sprememba kadra na področjih tistih del, ki bodo vključevala projektno delo glede smernic zelenega dogovora. Uvedba novih znanj bo pripeljala do sprememb znotraj že obstoječih poklicev. Spreminjanje profila zaposlenih bo s preusmeritvijo na področja ohranjevanja okolja pripomoglo k temu, da bo uskladitev izobraževanja in usposabljanja usmerjena v doseganje novih veščin in znanj na področju zelenih ved in tehnologij. Ustvarjena bodo nova delovna mesta, saj skozi pretekla leta določene panoge niso obstajale, vendar se to skozi čas hitro spreminja. Novi poklici, ki s tem nastajajo, novi razvoji in tehnologije, novi proizvodi in delovanje ter raziskovanje na teh področjih družbi prinašajo nove izzive, s katerimi se podjetja morajo soočati v pravi meri. Izobraževanje, usposabljanje in vseživljenjsko učenje imajo pomembno vlogo pri reševanju nastalih situacij. Spreminjanje zahtev po spretnostih in potreba po novem znanju pripomore k temu, da zaposleni potrebuje nadgradnjo svojega znanja oz. prekvalifikacijo. EU direktive za doseganje nizkoogljične družbe so gonilna sila za razvoj znanja v skladu z znanjem o »zelenih veščinah« v gospodarskih sektorjih. Ekspertna znanja s področja ohranjevanja okolja in nizkoogljične družbe lahko v današnjem času poimenujemo »izzivi in spretnosti 21. stoletja«. Ta znanja se v današnjem času pojavljajo v obliki osnovnih in digitalnih veščin. Znotraj njih se uporablja tudi kombinacija kognitivnih ter socialno-čustvenih veščin, ki predstavljajo reševanje problemov, sodelovanje, komuniciranje ter ustvarjalnost. Poleg naštetih mehkih veščin pa je pomembno tudi področje tehničnih znanj. Ta so opredeljena kot znanost in tehnologija, inženirstvo ipd. Na projektnem delu se velikokrat zazna povpraševanje po kvalificirani delovni sili, ki ima tehnološko-raziskovalno podlago. Neglede na vse, pa je potrebno vedeti, da so pomembne spremembe na področju zaposlovanja v Evropi rezultat trendov.

Kadrovska struktura zaposlenih in pregled potrebnih kompetenc zaposlenih za izvedbo projektov

Zaposleni so ključni dejavnik, za doseganje zastavljenih ciljev, zato je celovito upravljanje s kadri za organizacije velikega pomena. Zadovoljstvo zaposlenih, zdravo okolje, v katerem delujejo, in dobro počutje sodelavcev, pripomore k motivaciji, povečanju učinkovitosti dela ter k rasti in razvoju vsakega posameznika. Poleg skrbi za zaposlenega je zanj pomembno tudi izobraževanje in usposabljanje. To se bo izvajalo v skladu s potrebami, ki jih bo družba zaznala pri doseganju ciljev. Organiziranje dela na projektih bo tako potekalo skladno z novimi smernicami glede novonastalih razmer in izpopolnjevanja vseh zahtev v energetskem sektorju. Delo na projektih je potrebno opravljati strokovno. Skupine delujočih akterjev na projektih bodo morale biti za to ustrezno kompetentne. Potrebno je predvideti mogoče situacije, ki lahko otežijo delo na projektu, zato je zagotavljanje profesionalnega, korektnega, konstruktivnega ter temeljitega sodelovanja zaposlenih na projektu ključna. Znanje, ki ga ima zaposlen kader, je za delo na projektih pomembno. To opredeljuje veščine posameznika, zato zaposlene uvrščamo v kadrovsko strukturo glede na kompetence, ki jih imajo. V splošnem mora zaposleni obvladati znanja in veščine, kot so: imeti mora delovno prakso, znati mora upravljati s strankami, prav tako pa mora imeti korekten odnos do drugih zaposlenih, poznati mora poslanstvo organizacije, v kateri deluje, spoštovati mora politike in pravila organizacije, v kateri deluje, pokazati pa mora tudi drugo znanje s področja upravljanja informacij ter s področja tehničnega znanja. Pri strukturiranju kadrov pazimo predvsem na področja, katera opredelimo glede na obvladovanje znanja.

Zavedati se moramo, da ima vsak posameznik svoja znanja, s katerimi lahko pripomore k boljšemu delovanju družbe na določenih področjih. V primeru, da se pokaže potreba po znanju za izvedbo projektov, te iščemo v sklopu kompetenc, ki izhajajo s področja proizvodne energije, prenosa ter distribucijske energije. Navadno so osebne učinkovitosti posameznika, ki ima kompetence z omenjenih področjih, vidne kot (Center for Energy Workforce Development, 2019):

- *Medosebne spretnosti: Sposobnost za spretno delo z ljudmi, ki zajema*:
  Skrb za druge, razumevanje vedenja drugih in ustrezno odzivanje na vedenje drugih, spoštovanje drugih mnenj, perspektiv, običajev ter individualnih razlike, s tem da se sam vključi v reševanje problemov in pomaga pri odločanju, ohranja odprto komunikacijo z drugimi, prepozna in natančno razloži verbalno ter neverbalno vedenje, ima sposobnost prožnega in odprtega odnosa pri ravnanju s širokim krogom ljudi, ima sposobnost poslušanja in upoštevanja stališč drugih ter sposobnost spremembe lastnega mnenja, kadar je to primerno.
- *Vključenost: Prikazovanje sprejetih socialnih in delovnih vedenj v kontekstu, da:*
  Vse obravnava pošteno in pravično, etično ravna z odgovorno uporabo časa in premoženja podjetja, poroča o neetičnem obnašanju drugih.
- *Strokovnost: Vzdrževanje strokovne pristnosti in spoštovanje etičnih standardov v smislu:*
  Dokazovanja samokontrole z ohranjanjem zbranosti in preverjanjem čustvene inteligence v času težkih razmer, vzdrževanje profesionalnega videza z ustreznim načinom oblačenja za službo ter vzdrževanjem osebne higiene, pri pogovoru z drugim uporablja profesionalni jezik, ohranja pozitiven odnos ter pokaže ponos, ki ga ima do svojega dela ter do dela organizacije.
- *Ugled: Vzdrževanje visoke stopnje osebne etike in vedenja na način, da*:
  Ne zlorablja snovi, dokazuje finančno odgovornost, v šoli vzdržuje sprejemljivo povprečje točk, se ni osramotil prek internetnih objav ter ohranja dobro vozniško evidenco.
- *Motivacija: Dokaz zavezanosti uspešnemu upravljanju dela, s tem da:*
  Zagotavlja, da se delo varno, natančno in v celoti opravlja, identificira nove in boljše procese ali postopke, sledi navodilom ter smernicam drugih, prevzame odgovornost za dokončanje lastne delovne naloge.
- *Zanesljivost: Prikaz odgovornega vedenja pri delu, tako da:*
  Na delo prihaja kot je načrtovano in točno ob času, strinja se s politikami podjetja, med službenim časom se ne udeležuje osebnih poslov, učinkovito se sooča in upravlja s stresnimi situacijami, izpolnjuje obveznosti na delu.
- *Samorazvoj: Dokazovanje zavezanosti k lastnemu razvoju in izboljšanju z*:
  Opredelitvijo ciljev in poklicnih interesov, dokazovanjem zanimanja za učenje, iskanjem priložnosti za učenje novih spretnosti in nalog ter za izpopolnjevanje trenutnih veščin, hitro prilagajanje spremembam v procesu ali tehnologiji, sprejemanje pomoči drugih.
- *Prožnost in prilagodljivost: Prilagajanje spreminjajočim se delovnim zahtevam na način*:
  Prilagajanje spreminjanju prioritet, identifikacija logičnih mest za zaustavitev pri delu, sposobnost hitrega preusmerjanja pozornosti na nove naloge, hitro učenje novih nalog, sposobnost prestavljanja zobnikov in smeri pri delu na več projektih, predvidevanje in sprejemanje sprememb dela.
- *Sposobnost učenja: Vključevanje učilnice na delovnem mestu v kontekstu usposabljanja za delovno uspešnost*:

Razume in uporablja gradivo, ki ga poučujejo v učilnici za delovno usposabljanje v delovnih situacijah, uporablja podatke v kontekstu razumevanja za usposabljanje, želi in kaže pripravljenost za učenje novih nalog, postopkov in tehnologij.

Z rastjo in hitrostjo sprememb v tehnologiji, je v energetskem sektorju potrebno sprejeti določene spremembe, ki se vrstijo na področju delovne sile. Slednja mora dandanes biti podkrepljena z znanjem ter veščinami za delovanje na tradicionalnem področju proizvodnje in dobave energije kot tudi na področju raziskav in razvoja zmogljivosti v prihodnosti.

Poleg vsega omenjenega pa ne smemo pozabiti, da je za doseganje zastavljenega cilja pomembno tudi vzdrževanje dobrih medosebnih odnosov in visoke organiziranosti.

Slika 1. Kompetence kot osebna učinkovitost (prirejeno po https://www.trainerslibrary.org/competence-hunting/)

Spremembe v organizacijskem okolju

Podatki pridobljene raziskave, na katere se opiramo kot primer dobre prakse, so bili navedeni v študiji kompetenc v splošnem sektorju. Končno poročilo o raziskavi so sestavili Center za vrednotenje in analizo javnih politik, Interdisciplinarni center za organizacijsko raziskovanje in razvoj ter Jagiellonian Univerza. Raziskava je bila narejena v sodelovanju s poslovnim sektorjem ter bodočimi diplomanti na Poljskem. Spodaj so navedeni rezultati raziskave, ki predstavljajo 5 skupin kompetenc, ki so v povezavi s pričakovanimi spremembami v kadrovanju v prihodnosti najbolj iskane (Center for Evaluation and Analysis of Public Policies idr., 2013):

- specialno oz. strokovno znanje,
- specialistične oz. strokovne veščine,
- poslovno znanje,
- mehke veščine,
- zanje tujega jezika ter druga znanja.

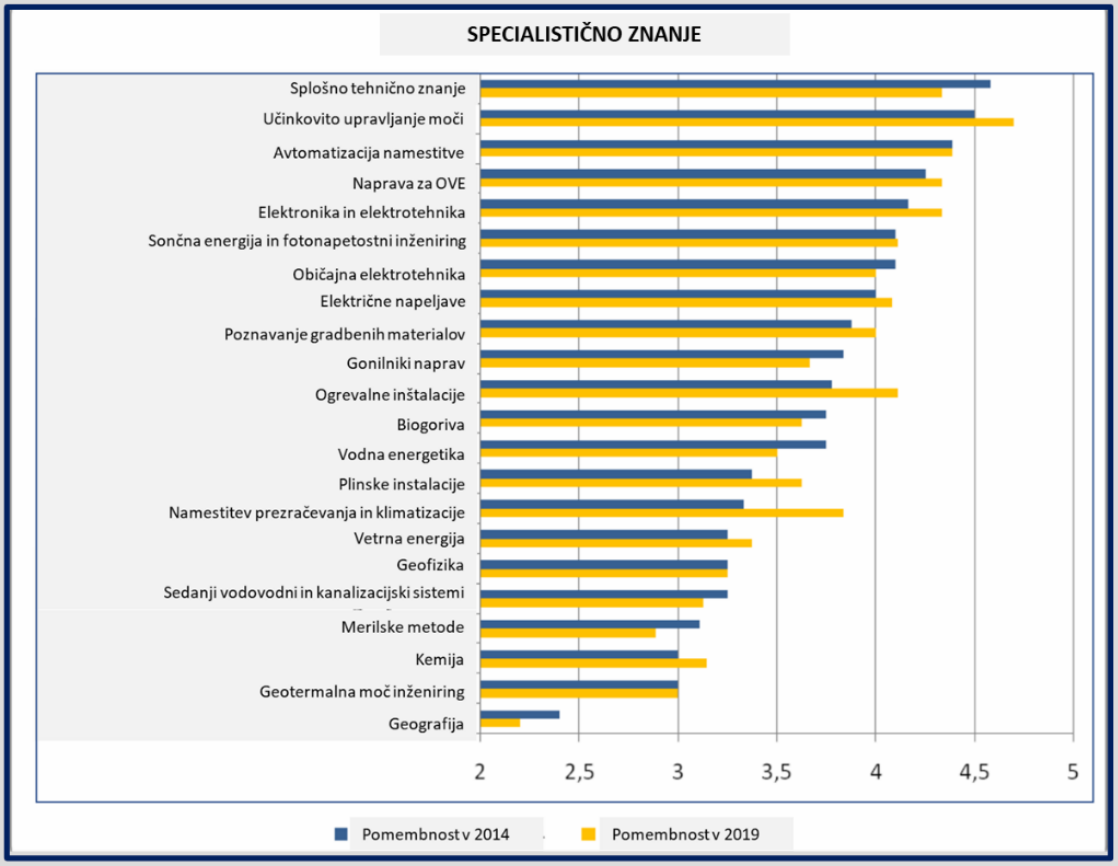
Zgornji seznam omenjenih kompetenc ni ravno izčrpen, a vendar obstaja na trgu veliko podjetji, ki v svoji organizacijski strukturi opredeljujejo znanja na enostavnejši način oz. bolj na splošno. Na ta način podjetja širše opredelijo strokovnejša znanja in kompetence, ki jih v družbi ciljno potrebujejo. Podjetja sodelujoča v zgoraj omenjeni raziskavi so odgovorila na vprašanja v zvezi s pomembnostjo posameznih kompetenc danes in v prihodnosti. Čeprav je sektor na splošno homogen, pa so seveda pomembne razlike, ki se kažejo kot kompetence odvisne od profila dejavnosti in usmerjenosti podjetja. V študiji je pogled na splošno sektorsko perspektivo, ki opisuje celoten trg dela diplomantov. Pri razlagi rezultatov je zato potrebno upoštevati slednje, npr. poznavanje geofizičnega znanja je v raziskavi bilo na nizki poziciji. To pomeni, da so na trgu podjetja, ki potrebujejo takšno znanje in je to znanje za njih ključnega pomena, vendar iskanost takšnega kadra v splošnem ni primarna izbira za delodajalce. Takšen podatek namiguje na to, da so določene izobrazbe potrebne, vendar ne tako iskane. Predstavljeni podatki sicer odražajo mnenja oseb, ki so odgovorne za kadrovske politike ali vodenje podjetji delujočih na omenjenem področju. Navedeni podatki zato niso nujno pravilni ali dobri, lahko pa od njih vidimo, kakšne kompetence so v povzetku najpomembnejše oz. zelo iskane z vidika trga dela v elektroenergetskem sektorju. To so: poznavanje delovanja 3D načrtovanja aplikacij, poznavanje delovanja pisarniške programske opreme, vozniško dovoljenje, obvladovanje stresa in znanje angleškega jezika. Iz tega lahko povzamemo, da bodo zato v prihodnosti postale še pomembnejše kompetence glede: poznavanja delovanja 3D načrtovanja aplikacij, vsestransko učenje, znanje o financiranju naložb, znanje o javnih naročilih ter znanje o učinkoviti rabi in upravljanju z energijo. Omeniti je potrebno tudi povečanje pomena kompetenc, ki vključujejo inovacije ter poznavanje izračunov energetskih presoj.

V spodnjih podpoglavjih so naštete skupine kompetenc. Da jih bomo bolje razumeli, smo opredelili pomen naslednjih pojmov (Center for Evaluation and Analysis of Public Policies idr., 2013):

- znanje – to so informacije pridobljene med učnim procesom, npr. znanje v zvezi s kroženjem toplote v stavbah, grafična sestava ipd.;
- spretnosti – to so spretnosti, ki jih posameznik pridobi skozi naučena dejanja na določenem območju (npr. MS Office), znanje tujega jezika, komunikacijske in socialne veščine;
- sposobnosti – človeku prirojena predispozicija znotraj določenega območja (npr. analitične sposobnosti);

- drugo – lastnosti, ki jih ni mogoče pripisati omenjenim kategorijam (mobilnost, integriteta itd.).

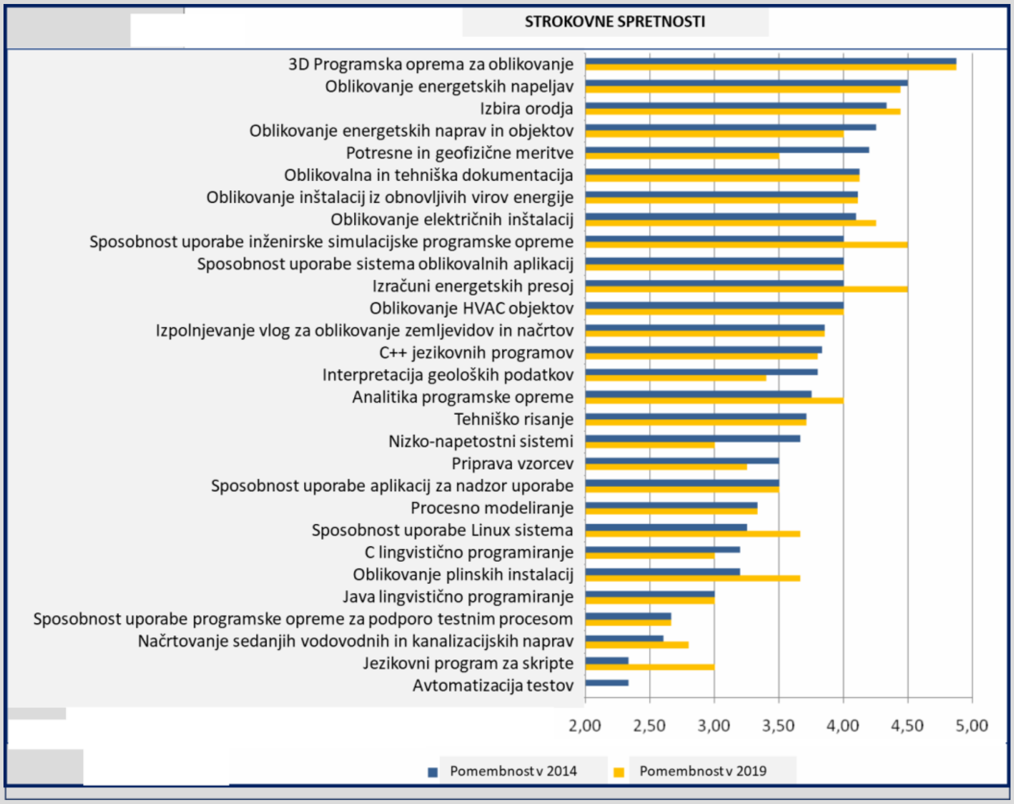
Spodnji grafikoni nam prikazujejo podrobne rezultate glede pomena kompetenc, po posameznih skupinah, v primerjavi s sedanjim stanjem in s petletno perspektivo.



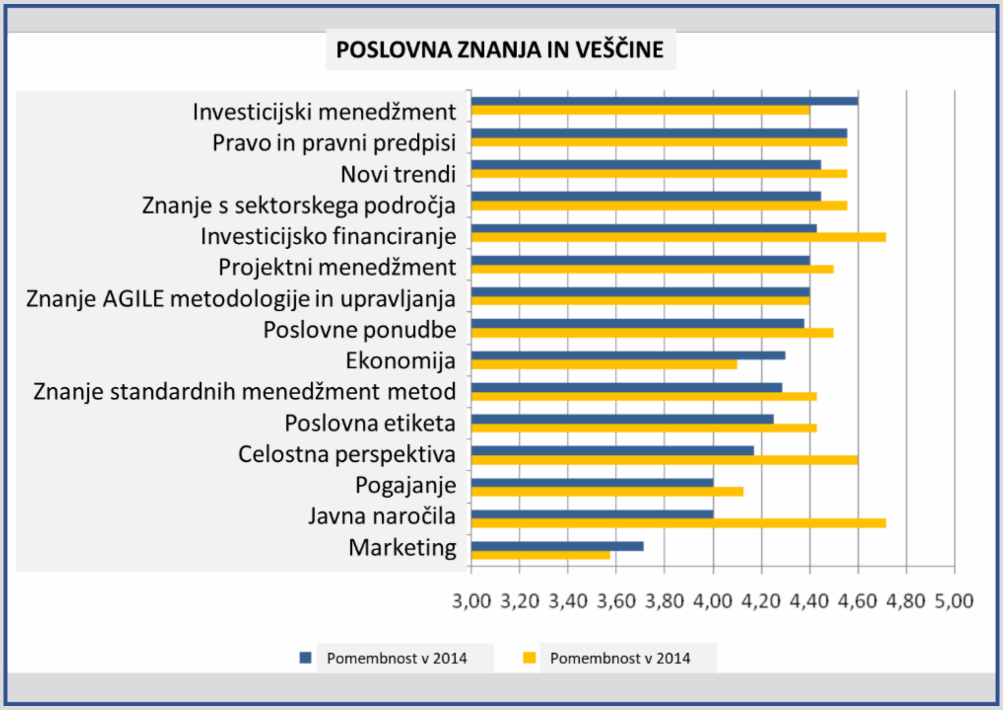
Slika 2. Specialistično znanje 2014-2019 (Center for Evaluation and Analysis of Public Policies idr., 2013)

Zgornji graf (Slika 2. Specifično znanje 2014-2019), nam prikazuje podatke o pomembnosti specialističnega znanja v letih 2014 in 2019. Na področju splošnega tehničnega znanja, običajne elektrotehnike, biogoriva, vodne energetike, vodovodnih in kanalizacijskih sistemov ter geografsko znanje je vidno, da bodo omenjena znanja izgubila pomembnost. Osredotočenost na znanja s področij učinkovitega upravljanja moči, znanje o napravah za OVE, znanje o elektroniki in elektrotehniki, električnih napeljavah, poznavanje gradbenih materialov, ogrevalne inštalacije, namestitev prezračevanja in klime ter znanje s področja kemije, bodo v petletni primerjavi bila veliko bolj iskana oz. pomembnejša za učenje. Za ostala znanja, ki so prikazana na zgornjem grafu (Slika 2. Specialistično znanje 2014-2019), pa lahko predpostavljamo, da bo zanimanje za učenje ostalo enako v petletni razsežnosti.

Spodnji graf (Slika 3**Napaka! Neveljavno samosklicevanje zaznamka.**) pa prikazuje znanje s področja strokovne spretnosti. Velika odstopanja, ki se bodo pokazala kot interes za učenje s področj strokovnih znanj, lahko vidimo pri zanimanju za učenje o oblikovanju električnih instalacij, sposobnosti uporabe inženirske simulacijske programske opreme, izračun energetskih presoj, analitka programske opreme, sposobnost uporabe Linux sistema, oblikovanje plinskih instalacij, načrtovanje sedanjih vodovodnih in kanalizacijskih naprav, jezikovni program za skripte. Prav tako vidimo večja odstopanja od nezanimanja za učenje znanj s področij oblikovanja energetskih naprav in objektov, potresnih in geofizičnih meritev, interpretacije geoloških podatkov, znanja o nizko-napetostnih sistemih, pripravi vzorcev, C lingvističnem programiranju ter avtomatizaciji testov. Ostala omenjena znanja, ki so prikazana v zgornjem grafu (Slika 3**Napaka! Neveljavno samosklicevanje zaznamka.**), bodo v petletni primerjavi po zanimanju ostala nekje enaka.



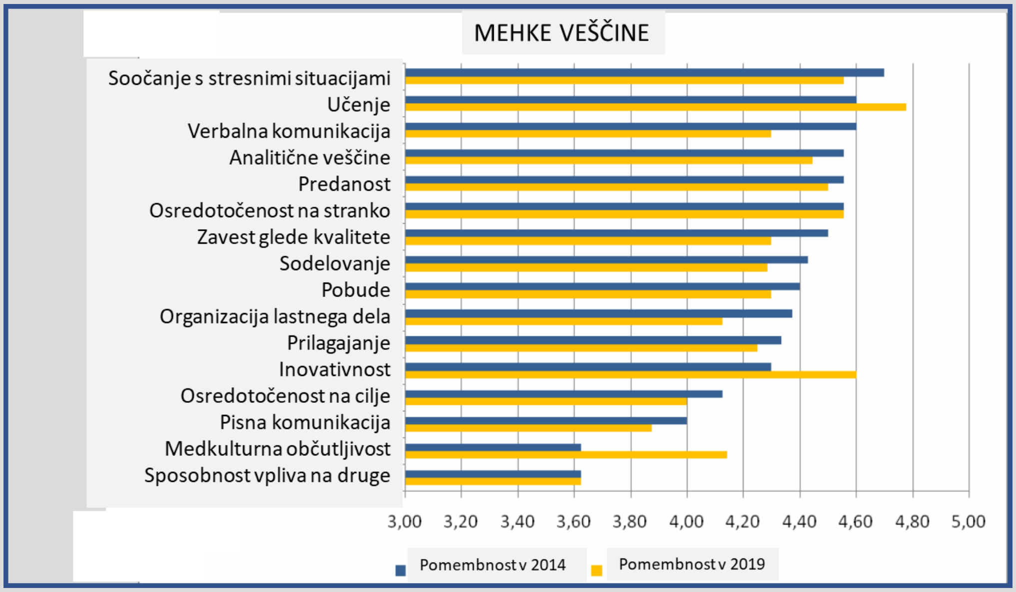
Slika 3. Strokovne spretnosti 2014-2019 (Center for Evaluation and Analysis of Public Policies idr., 2013)



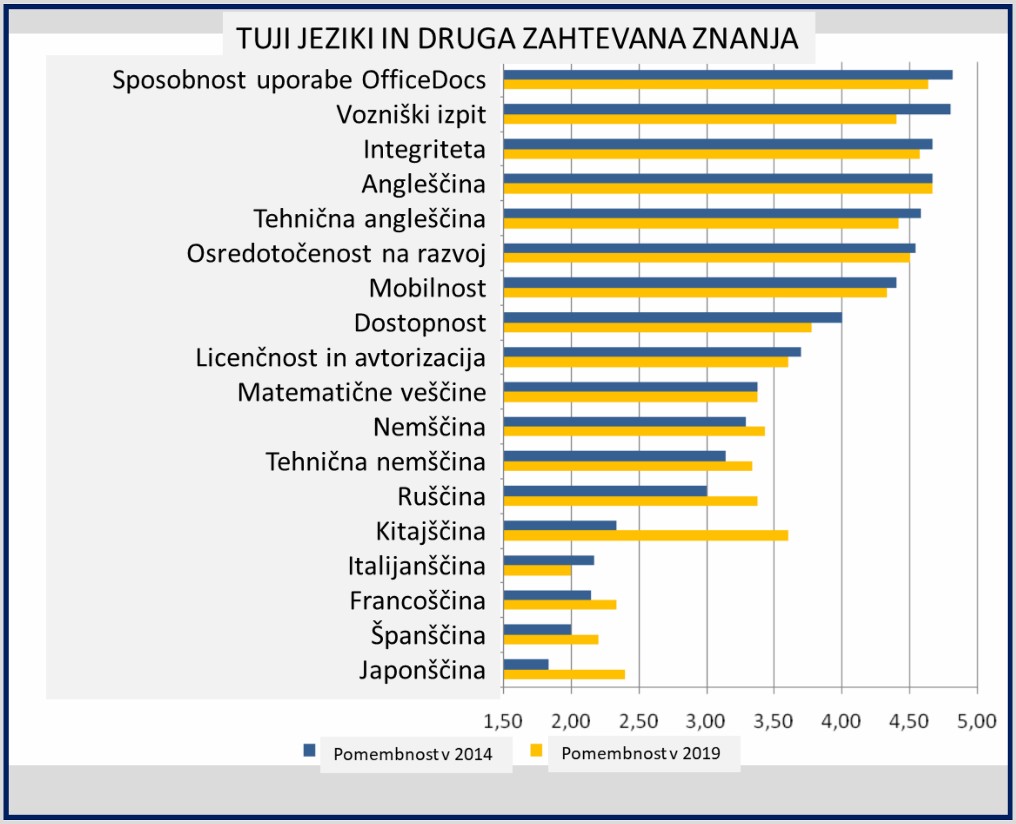
Slika 4. Poslovna znanja in veščine 2014-2019 (Center for Evaluation and Analysis of Public Policies idr., 2013)

Zgornji Slika 4. Poslovna znanja in veščine 2014-2019), nam prikazuje poslovna znanja in veščine. Glede na pomembnost v razsežnosti petih let lahko vidimo, da je znanje s področij novih trendov, znanje s sektorskega področja, investicijskega financiranja, projektnega menedžmenta, poslovnih ponudb, znanje o standardnih menedžment metodah, poslovne etike, coletne perspektive, pogajanje ter javnih naročil visoko pomembno oz. bo učenje teh veščin še bolj iskano. Znanje s področja investicijskega menedžmenta, ekonomije ter marketinga je v tekom petih let padlo, znanje glede prava in pravnih predpisov, pa je tekom petih let ostalo enako.

Znanje s področja mehik veščin je prikazano na spodnjem Slika 5. Mehke veščine 2014-2019). Pomemnost znanj, ki v časovnem obdobju petih let izstopajo, se vidi na področjih učenja, inovativnosti ter medkulturne občutljivosti. Znanja, ki bodo izgubila na pomembnosti, so: soočanje s stresnimi situacijami, verbalna komunikacija, analitične veščine, predanost, zavest glede kvalitete, sodelovanje, pobude, organizacija lastnega dela, prilagajanje in osredotočenost na cilje. Znanje, ki bo držalo enako vrednoto pri pomembnosti skozi časovni okvir petih let, je znanje s področja osredotočenosti na stranko ter sposobnost vplivanja na druge.



Slika 5. Mehke veščine 2014-2019 (Center for Evaluation and Analysis of Public Policies idr., 2013)



Slika 6. Tuji jeziki in druga zahtevana znanja 2014-2019 (Center for Evaluation and Analysis of Public Policies idr., 2013)

Glede tujih jezikov in drugih zahtevanih znanj lahko na zgornjem **Napaka! Vira sklicevanja ni bilo mogoče najti.**) vidimo, da po pomembnosti znanj izstopajo predvsem učenje tujih jezikov v splošnem. Znanje nemščine, tehnične nemščne, ruščine, francoščine, španščine in japonščine bo tekom naslednjih petih let postalo najbolj pomembno. Pravzaprav je glavni jezik, ki bo najbolj pomemben za učenje kitajščina. Znanje italijanskega jezika, ne bo tako pomembno, kot je bilo v preteklosti.

Na drugi strani imamo druga zahtevana znanja, ki jih prikazuje zgornji graf (Slika 6.**Napaka! Vira sklicevanja ni bilo mogoče najti.**. Vsa druga zahtevana znanja bodo v časovnem obdobju petih let postala manj pomembna za učenje.

Zgornji grafi (Slika 2–Slika 6), nam prikazujejo rezultate raziskave, ki so bili predstavljeni v poročilu sestavljenem s strani Centra za vrednotenje in analizo javnih politik, Interdisciplinarnega centra za organizacijsko raziskovanje in razvoj ter Jagiellonian Univerze. Prikazana so področja znanj, ki so v časovnem obdobju petih let opredeljena kot pomembnejša za učenje. V nasledjem poglavju opredelimo še ključne kompetence energetskega sektorja.

Ključne kompetence energetskega sektorja

Eden izmed najpomembnejših kazalcev zaznavanja trga izobraževanja z vidika delodajalcev je sorazmerje pomena nekaterih kompetenc s težavo pri njihovem pridobivanju. V spodnji tabeli (Tabela 1
20 najpomembnejših kompetenc (zahtev) danes je prikaz zlahka pridobljenih kompetenc označen z zeleno bravo, težko pridobljenih kompetenc pa z rdečo bravo. V skladu s tem veljajo za temeljne kompetence, ki jih gledamo s stališča povpraševanja in ponudb, tiste kompetence, za katere predstavniki sektorjev menijo, da so pomembne; tiste, ki jih je zelo malo, vendar so zelo potrebne ter jih je težko pridobiti. V spodnji tabeli so prikazane kompetence, ki veljajo kot temeljno znanje in delodajalci pri pridobivanju kadra z znanjem teh kompetenc nimajo večjih težav:

Tabela 1
20 najpomembnejših kompetenc (zahtev) danes (Center for Evaluation and Analysis of Public Policies idr., 2013)

20 najpomembnejših kompetenc (zahtev) danes	Pomembnost	Težave pri pridobivanju znanja
Sposobnost uporabe 3D oblikovalskih aplikacij	4,88	3,38
Sposobnost uporabe Office programov ter dokumentov aplikacij	4,82	2,18
Vozniški izpit	4,80	2,25
Sposobnost soočanja z različnimi situacijami	4,70	3,44
Znanje angleškega jezika	4,67	2,91
Integriteta	4,67	3,50
Poznavanje delovanja z upravljanjem naložb	4,60	3,80
Sposobnost verbalne komunikacije	4,60	3,89
Sposobnost učenja	4,60	3,44
Splošno tehnično znanje	4,58	3,18
Znanje tehničnega angleškega jezika	4,58	3,50
Poznavanje zakonov in predpisov	4,56	3,56
Sposobnost upravljanja s kupci	4,56	3,50
Zavezanost	4,56	3,57
Analitične veščine	4,56	3,22
Osredotočenost na razvoj	4,55	3,30
Učinkovito upravljanje električne moči	4,50	4,20
Poznavanje elektroenergetskih naprav	4,50	3,38
Osveščenost glede kvalitete	4,50	3,70
Osveščenost o delu s sektorji	4,44	3,78

Poleg ključnih kompetenc energetskega sektorja, pa moramo izpostaviti tudi lastnosti posameznika, ki so lahko ključnega pomena v okviru njegovega poklicnega napredovanja. Oseba, ki je iniciativna, kreativna, samostojna pri delu, sposobna delati timsko delo, ima lastnosti vodilnega in zna organizirati delo in ima organizacijske veščine, sposobnost hitrega učenja, bo imela možnost poklicnega napredovanja. Prav tako so za napredovanje pomembna še znanja oz. izkušnje, ustvarjalnost, zanesljivost, dobre manire, zavezanost in pripadnost. Ko govorimo o znanju s področja profesionalnih kompetenc moramo upoštevati pridobljeno stopnjo izobrazbe, znanje tujega jezika, sposobnost soočanja s težkimi, nepredvidljivimi in stresnimi situacijami, sposobnost osredotočanja na naloge in doseganje ciljev ter sposobnost analitičnega razmišljanja. Predhodno našteto omogoča individualni poklicni razvoj ter omogoča doseganje željenih zastavljenih ciljev posameznika.

Kompetence kot osebna učinkovitost

Zavedati se moramo, da ima vsak posameznik svoja znanja, s katerimi lahko pripomore k delovanju družbe na določenih področjih. V primeru, da se pokaže potreba po znanju za izvedbo projektov, te iščemo v sklopu kompetenc, ki izhajajo s področja, kjer posameznik izkazuje svoje znanje s tem, da obvladuje spretnosti kot so opredeljene v raziskavi Center for Energy Workforce Development (CEWD, 2019):

- medosebne spretnosti oz. sposobnost spretnega dela z ljudmi, ki prikazuje sposobnost vključevanja v socialne in delovne kontekste z zaposlenimi,
- izkazuje strokovnost na način, da vzdržuje in spoštuje etične standarde,
- ima ugled in vzdržuje visoko stopnjo osebne etičnosti, motivira in spodbuja druge k uspešnemu upravljanju dela,
- je zanesljiv in odgovoren pri opravljanju svojega dela,
- je zavezan k samorazvoju in samorasti,
- je prilagodljiv in prožen pri delu,
- ima sposobnost učenja na način, da se zna vključiti v vse učne procese na delovnem mestu ter te uporabi v kontekstu zagotavljanja boljše poslovne uspešnosti.

Zgoraj naštete lastnosti predstavljajo različne vrste kompetenc potrebnih za uspešno sodelovanje zaposlenega pri procesih dela organizacije. Omenjene lastnosti pravzaprav umeščamo med kompetence, ki so opredeljene kot osebna učinkovitost. Slednja je najpomembnejša, saj so lastnosti zaposlenega pravzaprav lahko povzete kot temeljno znanje zaposlenega za sodelovanje pri izvajanju projekta. Poznamo pa tudi druge vrste kompetenc, ki so nadaljevanje osebne učinkovitosti in so prav tako zelo pomembne. Te so kompetence na višjih stopnjah, ki opredeljujejo (CEWD, 2019):

- akademske kompetence,
- kompetence delovnega mesta,
- celotne-industrijsko-tehnične kompetence,
- področno specifične kompetence ter
- poklicno specifične kompetence.

Zadovoljstvo zaposlenih, zdravo okolje, v katerem delujejo, in dobro počutje sodelavcev pripomore k motivaciji, povečanju učinkovitosti dela ter k rasti in razvoju vsakega posameznika. Poleg skrbi za zaposlenega je zanj pomembno tudi izobraževanje in usposabljanje. To se bo izvajalo v skladu s potrebami, ki jih bo družba zaznala pri doseganju ciljev. Organiziranje dela na projektih bo tako potekalo skladno z novimi smernicami glede novonastalih razmer in izpopolnjevanja vseh zahtev v energetskem sektorju. Delo na projektih je potrebno opravljati strokovno. Skupine delujočih akterjev na projektih bodo morale biti zato ustrezno kompetentne. Potrebno je predvideti mogoče situacije, ki lahko otežijo delo na projektu, zato je zagotavljanje profesionalnega, korektnega, konstruktivnega ter temeljitega sodelovanja zaposlenih na projektu ključna. Znanje, ki ga ima zaposlen kader, je za delo na projektih pomembno. To opredeljuje veščine posameznika, zato zaposlene uvrščamo v kadrovsko strukturo glede na kompetence, ki jih imajo. V splošnem mora zaposleni obvladati znanja in veščine kot so: imeti mora delovno prakso, znati mora upravljati s strankami, prav tako pa mora imeti korekten odnos do drugih zaposlenih, poznati mora poslanstvo organizacije, v kateri deluje, spoštovati mora politike in pravila organizacije, v kateri deluje, pokazati pa mora tudi drugo znanje s področja upravljanja informacij ter s področja tehničnega znanja. Pri strukturiranju kadrov pazimo predvsem na tistih področjih, ki jih opredelimo glede na obvladovanje znanja. (ELES, 2020)

Ugotovitve in razprava o rezultatih

V naši raziskovalni nalogi predstavljamo rezultate že obstoječe raziskave s področja splošnega poslovnega sektorja, ki zaposluje diplomante vseh smeri na Poljskem. Poročilo je bilo narejeno z namenom predstavitve učinkov raziskovalnih del izvedenih v okviru projekta »Ravnotežja kompetenc« v elektroenergetskem sektorju. Omenjeni sektor se za namen študije šteje kot sektor, ki se ukvarja s predelavo, distribucijo in prodajo električne energije v oblikah primernih za napajanje industrijskih procesov in gospodinjske opreme, poleg tega pa je vključen tudi v predelavo, distribucijo in prodajo električne energije iz trajnostnih virov (viri vetra, sončna energija, biomase, geotermalna energija, bioplin). V okviru opredelitve sektorja spadajo sem tudi proizvajalci specializirane opreme za omenjena podjetja. Iz strateških razlogov je potrebno razvoj sektorja šteti za enega najpomembnejših pri razvoju mesta. (Center for Evaluation and Analysis of Public Policies idr., 2013).

Raziskovalna metoda je bila v namene študije uporabljena na drugačen način, kot je bila izvedena raziskava. In sicer zaradi načina poročila, saj so dejavniki, zaradi katerih so bile potrebne spremembe bili pogoj zagotavljanja pomembnih informacij v zvezi z analiziranimi sektorji. V okviru raziskovalnega dela so se ustvarjalci poročila zato odločili, da je treba analizo povpraševanja po kompetencah opraviti bolj na splošni ravni (razen pri večjih odstopanjih od določenih delovnih mest), saj so se na ta način najbolj približali resničnim podatkom raziskave. Razlogi za to so bili sledeči (Center for Evaluation and Analysis of Public Policies idr., 2013):

- Intervjuji s strokovnjaki in delodajalci so pokazali, da se razvoj strateškega upravljanja s človeškimi viri med podjetji precej razlikuje.
- Opazili so trend, da ni bilo shem za ustvarjanje delovnih mest (opredeljenih kot zaposlitev na podlagi pogodb o zaposlitvi) in da je sodelovanje po drugi pravni shemi (npr. po pogodbi civilnega prava) pomembnejše in prevladujoče, kar pomeni, da je ustvarjanje delovnih mest odvisno od narave dejansko izvedenih projektov.
- Subjekti, ki so tako bili predmet študije, so pogosto navajali, da je njihovo iskanje zaposlenih in sodelavcev odvisno od uspeha ali neuspeha pri določenem projektu.
- Podjetja so glede na zgoraj navedeno jasno sposobna navesti, katere kompetence so jim sedaj pomembne in katere bodo v prihodnosti. Ne morejo ali celo ne želijo pa odgovoriti na vprašanje, koliko bodo imeli zaposlenih in na katerih položajih bodo zaposleni v prihodnosti v njihovih podjetjih v daljšem časovnem obdobju.

Faza raziskovanja je potekala v treh delih (Center for Evaluation and Analysis of Public Policies idr., 2013):

1. **<u>Začetna faza:</u>**
   a) V poglobljenih intervjujih s strokovnjaki in osebami, povezanimi z določenim sektorjem ter posvetovanju z mestno hišo v Krakovu in regionalnim uradom za delo v Krakovu. Slednji naj bi natančneje opredelili pojem sektorja in prepoznali kontekst sektorja ter opredelili ključne akterje s strani podjetji in univerz. V začetni fazi je za vsak sektor bilo opravljenih 10 razgovorov in posvetovanj.
   b) Kadrovske raziskave v tem sektorju in analiza ponudb za zaposlitev so namenjene predvsem prepoznavanju ključnih izzivov, s katerimi se sooča ta sektor ter oblikovanju začetnega seznama kompetenc, ki jih iščejo delodajalci.
2. **<u>Analiza povpraševanja po kompetencah:</u>**
   a) Poglobljeni intervjuji s predstavniki izbranih podjetij, ki so dali vpogled v sektorske izkušnje, povezane s postopki zaposlovanja, izbiro in razvojem zaposlenih ter oceno in izpolnitvijo seznama iskanih kompetenc (vprašalnik o zahtevah po kompetencah).
   b) Razvoj in preizkušanje vprašalnika za kompetence zahtevan kot raziskovalno orodje.
   c) Razvoj skupin podjetij, ki temeljijo na postavkah povezanih z elektroenergetskim sektorjem, analizah kadrovskih raziskav ter smernicah strokovnjakov in podjetji. Po pregledu seznama, po katerem so bili nekateri subjekti odstranjeni, ker niso spadali več v opravljanje dejavnosti oz. niso opredelili zaposlovanja diplomantov univerzitetnih študijskih programov v naslednjih petih letih, je vzorec ankete štel 87 postavk.
   d) Anketa sektorskih podjetij, ki so uporabila vprašalnike, je omogočila zbiranje kvantitativnih podatkov o trenutnih in predvidenih tržnih zahtevah glede najpomembnejših kompetenc diplomantov Krakovskih univerz ter oceno težav pri pridobivanju takšnih kompetenc. Informacije so bile zbrane v povezavi s shemo zaposlovanja za obdobje 2014-2019 v skladu z informacijami o kompetencah, ki jih diplomanti potrebujejo za svoje napredovanje v podjetjih, kateremu profilu bi najbolje ustrezal – v elektroenergetskem sektorju, je raziskava zajela 20 podjetij, ki zaposlujejo več kot 2500 zaposlenih, kar predstavlja 35 % realizacije vzorčnega raziskovanja. 14 % podjetij ni želelo sodelovati v anketi, medtem ko so drugi izjavili, da so pripravljeni sodelovati, vendar niso izpolnili vprašalnikov.
3. **<u>Analiza kompetenc:</u>**
   a) Razvoj in preizkušanje vprašalnika za zagotavljanje kompetenc kot raziskovalno orodje
   b) Razvoj anketnega vzorca za raziskovanje področja in specializacij univerzitetnih študij – elektroenergetskega sektorja, po navedbah informacij kadrovskih služb in analiz smernic strokovnjakov ter podjetji (začetni seznam povabljenih k sodelovanju v raziskavi je bil 33).
   c) Strukturirani intervjuji v kombinaciji z izpolnjevanjem vprašalnika o ponudbi, namenjeni pridobivanju kvantitativnih podatkov o trenutno pridobljenih izobraževalnih rezultatih in projekcijah števila bodočih diplomantov in vpogled v kontekst, v katerem študijsko področje obstaja ter so izzivi povezani s sodelovanjem pričakovanja v skladu z podjetji ter mestne hiše Krakov.
   d) Spletna anketa med predstavniki univerz, odgovornimi za profile učnih načrtov. Glavni namen ankete je bil zbrati kvantitativne informacije o trenutno pridobljenih izobraževalnih rezultatih in o številu bodočih diplomantov. Poleg tega je bilo pridobivanje informacij o dodatnih izobraževalnih rezultatih, ki so pomembne za sektor in so pridobljene na določenem študijskem področju. Za namen raziskave elektroenergetskega sektorja so vprašalnik izpolnili predstavniki 16 področij.

Po pregledu teorije s področja zagotavljanja nizkoogljične družbe, novih prihajajočih smernic in zakonodaje, ki bo v skladu z zelenim fogovorom, EKS ter NEPN delovala na področju doseganja brezogljične družbe v prihodnosti, predpostavljamo, da bomo že glede na obstoječe rezultate kompetenc in znanj iz preteklih let, ki so se v energetskem sektorju pokazala kot določena iskana znanja ter veščine, pridobili nova delovna mesta. Prav tako bodo nekatera delovna mesta prestrukturirana v nova, saj bodo določene veščine bile bolj iskane, kot so bile v preteklosti. Nekatera znanja s področja energetike, ki so se v preteklih letih v energetskem sektorju izkazala za pomembna, bodo v prihodnjih letih še pomembnejša ter potrebnejša za dobro delovanje posameznih organizacij. To lahko povzamemo, če primerjamo predstavitev opredeljenih kompetenc po sektorjih s pomembnostjo kompetenc posameznih skupin v nasprotju s sedanjim stanjem kompetenc ter s tistimi, ki so omenjena v petletni perspektivi. Rezultati nam prikazujejo, da ostaja pomembnost specialističnih znanj v prihodnosti več ali manj enaka. Splošno tehnično in inženirsko znanje, znanje o učinkovitem upravljanju z energijo ter poznavanje dela avtomatizacij naprav, bodo v prihodnosti še pomembnejše. Pomen znanja o napravah, ki se uporabljajo v sklopu dela z obnovljivimi viri energije, elektroniko, elektrotehniko, ogrevalnimi napravami, ter instalacijami klimatizacije in prezračevanja, pa se bo povečal. Glede strokovnih znanj lahko vidimo, da je najpomembnejše poznavanje delovanja 3D programske opreme. Znatno se bo povečal pomen znanja iz delovanja simulacijskih inženirskih aplikacij ter znanje o izračunih energetske analize. V skupini poslovnih znanj in veščin bo potreba po znanju glede javnih naročil in znanju o financiranju naložb še večja. Pomembne bodo tudi kompetence kot so: poznavanje dela z upravljanjem naložb, poznavanje zakonov in pravnih predpisov, poznavanje novih/prihajajočih in aktualnih trendov ter znanje iz sektorskih dejavnosti. Kar zadeva mehkih veščin velja poudariti, da se potreba po znanju glede kompetenc vsesplošnega učenja in inovativnosti hitro povečuje in se bo v prihodnosti še večala. Ta pojav je najverjetneje povezan z negotovostjo, ki vpliva na smeri razvoja sektorja v prihodnosti. Omenjene kompetence namreč povečujejo možnost prilagoditve novim razmeram; pogojem dela. Zadnji sklop kompetenc opredeljuje veliko pomembnost znanja angleškega jezika. Poleg tega je zelo pomembno poznavanje tehničnega angleškega jezika, pojavljajo pa se tudi znanja drugih jezikov. Z drugega zornega kota iskanja najpomembnejših kompetenc in zaposlitvenih profilov pa lahko vidimo, da je terensko delo nujen sestavni del celotnega sklopa projektnega dela. Usmerjenost podjetij v trg in prodajo povečuje kompetence kot so: inovativnost, iskanje ter postavljanje novih trendov in celostne perspektive. To pravzaprav tudi vpeljuje spremembe na področju razvoja sektorjev v prihodnosti.

Novo usposabljanje je tako pojem »nove« prihodnosti, saj ta povezuje delovanje podjetja z izobraževanjem zaposlenega osebja v kontekstu zagotavljanja novih znanj in celovitih rešitev s področja novih tehnoloških storitev. Ker je tukaj pomembna predvsem konkurenčnost, morajo družbe paziti na to, da svoje zaposlene izobrazijo in usposobijo tako, da bodo tehnologijo obvladovali na način, da se bodo počutili sposobni in da jim bo udobno. Z integriranimi poslovnimi procesi, ki se bodo odvijali različno v različnih operativnih oddelkih, bodo s tem dosegli visoko konkurenčnost podjetja. Še vedno pa je pri vsej tej organizaciji novega učenja pomembno razumevanje osnov. Vsi zaposleni v podjetju morajo skupaj s svetovalci razumeti spremembo ter jo ponotranjiti. To pomeni, da morajo razumeti, da družba v sedanjem času prehaja v obdobje sprememb, ki se lahko nadaljuje še naslednjih nekaj let. Pri tem je pomembno, da vsi sodelujoči v verigi del razumejo osnove tega, kar je ali še bo potrebno storiti, da bo sodobna mreža delovala na učinkovit način, da dosežemo željeni rezultat ter na način, ki dosega največjo produktivnost z minimalnimi napori ali stroški. Novo usposabljanje je tako orientirano na novo tehnološko in poslovno učenje. To pomeni, da se zaposleni pri tehnološkem znanju seznanijo z izvajanjem in uvedbo tehnologij, ki jih predhodno še nismo videli. Pri poslovnem usposabljanju pa se gre za znanje s področja pojavljanja tehnologij, ki posledično zahtevajo več novega znanja v sklopu sodelovanja z regulatorji ali odjemalci. Kadrovsko osebje je treba naučiti poslovnih veščin, da bo lahko opravljalo bolj zapletene naloge, od katerih ne more biti vsa podlaga zgolj inženirska ali tehnična. To pomeni, da bo izobraževanje kadrov potekalo na način, da pridobijo bolj zapletena znanja, ki predvsem izhajajo iz drugih področji in ved, kot so npr. že obstoječa (Vadari, 2015).

Sklepna misel

Prehod na podnebno nevtralno EU podpira sodelovanje vseh sektorjev družbe ter gospodarstva, saj so zahteve in razmere v skladu z novimi idejnimi investicijami na področju uveljavljanja nizkoogljične družbe ter doseganja podnebne nevtralnosti in čistega, zelenega okolja zelo zahtevne. Podnebne spremembe so nedvomno eden največjih izzivov današnjega časa. Evropska unija je svetovno vodilna v podnebnih ukrepih. Strategija EU priznava, da se pametnejša poraba energije v boju proti podnebnim spremembam kaže kot spodbuda za nova delovna mesta ter naložbe v čisto in trajnostno prihodnost Evrope. Poslovanje, kot smo ga bili navajeni do sedaj, namreč ni več možno, saj moramo povečati naložbe v raziskovalno-razvojno delo ter ustvariti preboj v delovanju sektorjev na nizkoogljičnih področjih. Takšni preboji na delovnih področjih vodijo k čistejšemu in bolj »zelenemu« prehodu, kar pomeni, da se v splošnem izboljšuje in veča konkurenčnost delovanja EU. Izziv je ogromen, posebno pri delovanju medsektorskega in multidisciplinarnega področja. Glede na slednje so zahteve vložkov v delovanje takšnih projektov ocenjene nekje na 3,4 milijarde EUR. Sicer je fokus ustvarjanja novih projektov predvsem osredotočen na kontekst kot je »Gradnja prihodnosti z nizko emisijo ogljika in podnebja« (slednje se nanaša na projekt Horizont 2020, ki izhaja iz programa za raziskave in razvoj s strani EU financiranja).

V tem delu so tako predstavljeni učinki raziskovalnih del, ki so bila izvedena v okviru raziskovanja na področju kompetenc v energetskem sektorju. Članek se nanaša na vizijo o novih delovnih mestih, ki bodo ustvarjena na podlagi prehoda na brezogljično družbo. Glede na novo uveljavljene smernice s strani EU, na nove postavljene cilje za doseganje brezogljičnosti, bodo morala podjetja v svoj sistem delovanja uvesti določene spremembe na področju njihovega poslovanja. S tem bodo tako ustvarjena nova delovna mesta, ki pa bodo v prihodnosti temeljila tudi na mehkejših veščinah. Glede na obstoječa delovna mesta, bomo lahko spremembe zaznali v večji učinkovitosti, da bodo ta bolj trajnostno obarvana. Prav tako bo prihajalo do sprememb pri določenih delih; zaposlitvah, ko te veščine ne bodo več potrebne zaradi spremenjenih delovnih načrtov na podlagi predlaganih smernic EU in bodo zato u bistvu ustvarjana nova delovna mesta.

Učinkovito delovanje trga dela in prilagodljivost politik trga dela lahko pomembno prispevata h gospodarskemu razvoju in kakovosti življenja prebivalstva. Za trg dela v Sloveniji je značilna že dlje časa prisotna segmentiranost. Da bi vzpostavili vključujoč trg dela in kakovostna delovna mesta, je treba izboljšati sisteme varne prožnosti, kar bi lahko povečalo zaposlenost, zmanjšalo segmentacijo in omogočilo učinkovitejšo alokacijo delovne sile. Tehnološki razvoj in digitalizacija družbe povzročata izginjanje nekaterih tradicionalnih poklicev, a hkrati vplivata na nastajanje novih poklicev in priložnosti za delo. Na trg dela bo s pojavljanjem novih delovnih mest vplival tudi prehod v nizkoogljično krožno gospodarstvo. V takem okolju je ključno pridobivanje novih znanj in veščin za krepitev inovativnosti, produktivnosti in konkurenčnosti gospodarstva, s čimer so ustvarjeni pogoji za višje dohodke, bolj kakovostna delovna mesta in bolj vključujočo družbo. Zaradi naraščanja netipičnih oblik dela in negotovosti na trgu dela je še posebej pomembno zagotavljanje kakovostnih delovnih mest, ki zaposlenim nudijo ustrezno raven pravne, ekonomske in socialne varnosti. Prilagoditve trga dela bodo potrebne tudi zaradi demografskih sprememb. Podobno kot večina razvitih držav se tudi Slovenija spoprijema s spremenjeno starostno strukturo prebivalcev, ki vpliva na zmanjšano ponudbo delovne sile, to pa bi v prihodnje lahko omejevalo možnosti za zagotavljanje in povečevanje blaginje prebivalcev. Z vidika razvoja je zato ključno povečanje stopnje delovne aktivnosti v mlajših in starejših starostnih skupinah, razvoj ustreznih veščin za življenje in delo ter zagotavljanje kakovostnih delovnih mest mladim že ob vstopu na trg dela, privabljanje in kroženje talentov kot tudi prepoznavanje potenciala in znanj priseljencev. Ker se bodo zaradi daljše delovne aktivnosti nekateri delavci spoprijemali z daljšo izpostavljenostjo nevarnosti pri delu, se je za preprečitev povečanja poklicnih bolezni in bolezni, povezanih z delom treba osredotočiti na ustvarjanje varnih in zdravih delovnih razmer ves čas poklicnega življenja, to je na vzdržno delovno življenje.

Tako zaključujemo, da učinkovito upravljanje družbe pomeni prednost na konkurenčnem trgu ter zagotavljanje kvalitetnih storitev. Upoštevanje tehničnih, ekonomskih in okoljevarstvenih kriterijev je pomembno za zagotavljanje uspešnega planiranja in načrtovanja dela. Obstoječi načini planiranja bodo v skladu z novimi zakonodajami in smernicami pridobili sveže ukrepe, ki se bodo posledično izražali kot strukturne spremembe v organizaciji. V splošnem lahko smatramo, da so nove kompetence na področju energetike posledica globalnih okoljskih in družbenih sprememb. Pomembno pa je predvsem zavedanje, da bodo kompetence zaposlenih, ki se kažejo kot znanje v energetskem sektorju danes in jutri, v prihodnosti še pomembnejše. Glede na dinamiko sprememb te še nikoli po industrijski revoluciji, ko se je pojavil parni stroj, niso bile deležne tako celovitih sprememb.

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METHODOLOGICAL SOLUTIONS OF INDIVIDUAL TRANSPORT PROCESSES THROUGH FORENSIC SCIENCES

Sašo Murtič https://orcid.org/0000-0002-2959-6309[1]
Patricija Jankovič https://orcid.org/0000-0003-4595-0379[2]
Matej Trapečar https://orcid.org/0000-0002-6788-677X[3]

Abstract: *The transport of individual cargoes, goods and equipment is often linked to multimodal forms of organisation, preparation and execution of transport, which is often linked to a number of factors that may affect individual operations, individual activities, and a number of factors that often lead to damage, disappearance or alteration of the characteristics of individual cargo, goods or equipment. The safety of individual forms of transport and the safety of transport of individual items, goods, cargo and equipment is thus linked to the form of transport (ship, wagon, aircraft, truck), the form of infrastructure (water, rail, air, road), procedures and forms of loading and handling. Often, however, the procedures are different, technologically sophisticated or up-to-date, but may cause a number of undesirable inconveniences. The subject of research is minerals or granulates imported by the customer, in the form of dry quartzite sand and for the production of quality glass for moulding and modelling, by means of multimodal transport from abroad. After many years of business success and satisfied mutual cooperation between the parties, the process has been broken in the given circumstances, causing a series of inconveniences that have consequently been manifested in terms of business, cash flow and, above all, business confidence. In order to correct irregularities, to detect errors or undesirable behaviours by others, the overall procedures had to be checked, the causes identified and an appropriate remedy given. The complexity of the individual procedures was so precise and in the order of questions that it was impossible to find an answer through the records and the accompanying transport documentation, how the granulates were replaced and, consequently, the causes of the damage suffered. Methodological solutions of individual processes had to be found through forensic sciences, which after proper processing and verification showed real causes and deviations in logistical activity. The aim was to determine whether wrong practices had been committed in the context of the service activity, or whether it involved the deliberate disposal of granulates as raw materials or building materials, which could also form the basis for legal proceedings through the validations obtained.*

Keywords: *logistics, processes, forensics, working methods, management.*

METODOLOŠKE REŠITVE ZA POSAMEZNE TRANSPORTNE PROCESE S POMOČJO FORENZIČNE ZNANOSTI

Povzetek: *Prevoz posameznega tovora, blaga in opreme je pogosto vezan na multimodalne oblike organizacije, pripravo in izvedbo prevoza, kar je pogosto povezano s številnimi dejavniki, ki lahko vplivajo na posamezne operacije, posamezne dejavnosti, ter številnimi dejavniki, ki velikokrat vodijo v poškodovanje, izginotje ali spremembo lastnosti posameznega tovora, blaga ali opreme. Varnost posameznih oblik prevoza in varnost prevoza posameznih predmetov, blaga, tovora in opreme je tako povezana z obliko prevoza (ladja, vagon, letalo, tovornjak), obliko infrastrukture (vodna, železniška, zračna, cestna), postopki in načini natovarjanja in ravnanja s tovorom. Pogosto so ti postopki drugačni, tehnološko dovršeni ali posodobljeni, ki pa vseeno lahko privedejo do številnih nevšečnosti. Predmet raziskave so minerali ali granulati, ki jih uvaža naročnik z multimodalnim transportom iz tujine, v obliki suhega kvarcitnega peska in za proizvodnjo kakovostnega stekla za oblikovanje in modeliranje. Po dolgoletnem poslovnem uspehu in zadovoljnem vzajemnem sodelovanju obeh strani, je bil proces v danih okoliščinah prekinjen, kar je povzročilo vrsto nevšečnosti, ki so se posledično pokazale na področju poslovanja, denarnih tokov in predvsem poslovnega zaupanja. Da bi odpravili nepravilnosti, odkrili napake ali nezaželeno vedenje, je bilo treba preveriti celotne postopke, ugotoviti vzroke in podati ustrezno rešitev. Zaradi kompleksnosti posameznih postopkov ni bilo mogoče najti odgovora zgolj iz evidence in spremne dokumentacije. Da bi našli odgovore na vprašanje, kako je prišlo do zamenjave granulatov in posledično do škode, ter da bi našli metodološke rešitve posameznih procesov smo se poslužili forenzičnih ved. Te so po ustrezni obdelavi in preverjanju podatkov pokazale resnične vzroke in odstopanja v logistični dejavnosti. Cilj je bil ugotoviti, ali je do tega prišlo zaradi slabih praks ali gre za namerno odlaganje granulatov kot surovin ali gradbenega materiala, kar bi lahko bilo tudi podlaga za sodne postopke.*

Ključne besede: *logistika, procesi, forenzika, metode dela, menedžment.*
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[1] Assoc. Prof., Faculty of Industrial Engineering, Šegova ul. 122, 8000 Novo mesto, Slovenia saso.murtic@fini-unm.si
[2] Assoc. Prof., AREMA, Academy of regional management, Kidričeva ul. 28, 3250 Rogaška Slatina, Slovenia patricija.jankovic@guest.arnes.si
[3] Assoc. Prof., National Forensic Laboratory, Vodovodna cesta 95, 1000 Ljubljana, Slovenia, matej.trapecar@siol.net

Introduction

Through its development and creation, logistics has created a field of service activity that enables the organisation, preparation and execution of transport of various goods, materials, things or capital. In identifying logistics, we find that it is a service activity. Without it, it is not possible to organise industrial production, economic or non-economic activity. Its individual processes represent complex procedures, practices and activities that require careful management, monitoring and recording of individual tasks that are identified through the preparation of documentation, the appropriate selection of individual operators for loading or stacking, the selection of the appropriate transport operator, depending on the form of the means of transport and the form of infrastructure used. The specificity of service activities or logistics is also in its small tasks, which are reflected in all the details of the organisation of all tasks and responsibilities that are present in each work organisation. When we are talking about the logistical process of transport, we must pay particular attention to the systems of logistics systems (Zelenika, 2006) that enable transport to be organised, properly prepared and carried out properly, according to the requirements of the subscriber, the payer or other transport subscriber. When describing conventional transports, we find a much lower risk than in describing international multimodal transports. These require a broader knowledge of logistics systems management (Zelenika, 2008). They must be properly linked, subdued, merged and allowed to carry out all the required logistics tasks in a specific case, whether grouped or individually, depending on the concept of the organisation.

The organisation of multimodal transports presents demanding procedures and preparations that require knowledge of multimodal transport systems, which need to be studied, mastered, systematically prepared and then organised. It is a web, interconnected system so interconnected that it is impossible to separate or skip individual processes, as they include a series of scholastic and dynamic systems that are linked to the organisation and course of multimodal transports. Thus, we find that the identification of logistical systems directs us to use information technology for innovative inter-organisational integration (Gričar, 2009), where we actually recognise the capabilities of system integration and direction of different transport flows. Thus we come to the need to recognise the economics of transport systems (Zelenika, 2010), where we recognise, through economic aspects, the foundations of transport and its numerous connections with industry, production, purchasing, financial flows, economics and beyond. The individual rights and legal obligations of the parties in a multimodal and interconnected system, which is full of the obligations and responsibilities of individual parties involved in these transactions, can’t be disregarded in any way. In the detailed part, we come to direct legal transactions, which are very narrowly linked to the rights and obligations of individual parties and forms of mutual commitment, which is usually reflected in concluded mutual agreements (Jankovič, Murtič, 2019). It is also impossible to talk about multimodal organisation of transport without mentioning the models of organizational integration. Models are present throughout the organizational integration of many economic factors. Models are economical and commercial tied to participants in legal transactions. They are different in content and form (Murtič, jankovič, 2019), but they complement and facilitate travel, transport and all other forms of service activities that are necessary for performing various tasks in the field of logistics and transport. These are trends in supply chain management in space and time, trends in the supply of industrial or other production, or even supply to the population (Štor, 2019), without neglecting fixed supplies, organised and established forms of transport, professional and software coordination between them and the search for new and more modern solutions. Throughout the development of multimodal transports, the exchange of goods and services is aimed at finding new paradigms of logistics management in the logistics industry and beyond (Franko, Murtič, 2019). The increased cooperation of logistical information and logistics management systems through which a number of transactions are realised and the data chains required for individual and common logistics services systems are confirmed (Medeot, 2019). The technological procedures of input materials, through individual service processes, through logistics and its processes are certainly also interesting, as they are precisely crucial how and how individual operations will be carried out (Franko, 2020), how the purchase, transport and reception of materials will be carried out at the delivery point or point of reception. These are small and important service activities that enable loading (loading), monitoring and stacking of different types of cargo, with technology and technological processes in support.

Even in a specific research case, the transport of individual cargoes, goods and equipment is linked to modern multimodal forms of organisation, preparation and execution of transport and to a number of factors that may or have influenced individual procedures and activities. There are a lot of factors that cause damage, disappearance or change in the characteristics of individual cargoes, goods or equipment. For this reason, we are based on the theory that the safety of individual forms of transport and transport of individual items, goods, cargo and also equipment related to the form of transport, the form of infrastructure, procedures and forms of individual services (loading, handling). Often, however, the procedures are different, technically and technologically sophisticated or up-to-date, but it is precisely because of this difference that they can lead to a range of undesirable effects as well as consequences. How to identify, identify, identify and manage individual causes depends on a number of theories, knowledge and competence of individual stakeholders. However, there are cases where forensics must be used to detect, correct errors or introduce new systems. Forensic provides concrete evidence and arguments for detecting, identifying and improving individual systems, and often provides the basis for demonstrating those measures, procedures, or activities that have not been agreed in the business or are harmful to management. Criminalistics studies and discovers the most appropriate methods and means of technical and natural sciences for practical use in criminal investigation (Vidic, 1973). It covers the area of the scene of a crime or event, search, insurance, study of traces and objects of the crime (Maver, 1997). The criminalistics tour is unique and its role is very important, since in order to successfully crime detection, investigators have to carry out a high-quality viewing of the scene (Crispino, 2008). The tour is the starting point of the successful use of material evidence given by the forensic laboratory and criminalistics investigators (Chisum et al, 2007; James et al, 2009). Forensics is an upgrade of criminalistics, and is a common name for knowledge from various disciplines that contribute to the disclosure of crimes. A science deals with the investigation of material traces in all legal cases for the purpose of identification, individualisation and evaluation of evidentiary value.

Research field

The research field can be define through the need to organise multimodal transport of raw materials for production needs and through a service activity, which is often the key to resolving individual ambiguities arising from transport and processes that are narrowly linked to the transport itself. The subject of research is the loading and transport operations of cargo (loading, handling, stacking), means of transport and forms of infrastructure that enable transport and logistical services in the first place. We have studied the route, transport and individual logistical processes related to minerals or granulates that are imported by the customer, in the form of dry quartzite sand, and for the production of quality glass for the design and modelling of a known customer, with the help of multimodal transport. They are systemically sophisticated multimodal forms of transport and logistics services, which are highly synchronised or coordinated and enable the current supply of quality decorative or expensive glass production, which is built into hotels and other higher-end facilities.

After many years of business success and satisfied mutual cooperation between the parties, the process has been broken in the given circumstances, which has led to a series of inconveniences that have subsequently emerged in terms of business, cash flow and, above all, in business confidence between customers. The difficulty of identifying the causes was sought on all business processes, as part of logistics processes, transport and especially in many activities related to transport. The complexity of deciphering the case required the study of all systems from the mineral genera to the port abroad, loading on board, transporting, stacking in port and transporting inland Slovenia to the mineral buyer. In order to correct irregularities, to detect errors or undesirable behaviour by others, the entire procedures had to be checked, the causes identified and an appropriate solution to remedy the adverse event, and to ensure that there was no recurrence in the future, which could be systemically redirected to another port. The complexity of the individual procedures thus required, accurately and in a sequence of numerous unknowns (questions) that made it impossible, to obtain an answer through the records and accompanying transport documentation, which would explain how the replacement or loss of granulates and consequently the causes of the damage suffered. Methodological solutions of individual processes had to be found through forensic sciences, which only after proper processing and verification showed actual causes and deviations in logistical activity. The ultimate aim was to determine whether incorrect procedures were committed in the context of the service activity or whether it was intentional to dispose of granulates as raw material or building materials, which could also serve as a basis for criminal legal proceedings through the validations obtained.

Due to the scope of the documentation, the systemic functioning of the logistical information and logistical management system and the numerous factors involved in the interconnection systems in the execution of the individual phases of the transaction, it was necessary to verify any detail that would point to concrete data to solve the problems identified. We checked a number of previous transactions, reviewed the supporting documentation, transactions and concluded contracts, which were the starting point for verifying the changes that have occurred. Following the systematic selection of changes in logistics or production systems, we discussed other theories that could give us a new paradigm of change management (Bukovec, 2009). Through the theory of knowledge and change, we have tried to make a discovery that would point to something new that could refute black scenarios, the deliberate or accidental functioning of humans in a system or system in the system. The purpose of the research was to give credible views on the actual state of the changes resulting from the development of multimodal transport systems using the theory of organizational and business sciences, taking into account internationally comparable relevant facts in a professional and reasoned way. Key objectives were to identify the basic concepts of theoretical starting points of research, to analyse the transport processes to date and to find new insights that could affect changes, to test individual procedures, to formulate a response or solution, to confirm or refute the thesis raised and to indicate possible improvements in the system of operation. For this reason, we had to study a number of transport systems and apply the theory of science that could help us to identify individual systems solutions and their interconnections.

Hypothesis

In order to clarify and find appropriate solutions, it was necessary to ask a number of questions first and only to confirm or refute a key hypothesis that would scientifically confirm the reality and highlight the event in the light of the search for an adequate truth. Many data intertwined both statistically and mathematically, creating different algorithms or calculations and data that could greatly expand or narrow the study. We were familiar with the models of transport organisation, so we divided them into the form and organisation of multimodal transport according to the eastern theory of the Toyota Company in Japan, which is a model typical of all transports from the southeast and east of our planet. We also compared the western model of the Ford Company in the United States and compared the two models to the standard model that was designed informally in Europe and other continents. The Toyota Company is based on outsourcing in its entirety, meaning that the industry or consignor is not engaged in transport, because it is entirely left to transport organisations, natural or legal persons with this basic activity (https://sl.wikipedia.org/wiki/ToyotaToyota). Ford Company is organised in a completely different way and ensures consistent control of the shipment, transport and sale of their products at all times (Ford Motor Company). The difference is obvious and recognisable, which cannot be said for the European or general model of multimodal transport organisation. It is not possible to determine the model here, nor to determine the form of the organisation of the transport, since all transactions take place according to the agreement of the parties. Transactions may involve several parties and organisations, or several transactions may be combined in a single joint operation. Their agreements are different, they may be known or unknown, they only have to take into account the basics of the contractual relationship (Jankovič, Murtič, 2019), which gives them legal certainty in their dealings. We have therefore directed our decision to determine hypotheses to the search for a model and form of transport that would be appropriate in concrete research. A concrete example can be mapped in all model cases in the same way and in all cases the cargo would arrive at the port. There is no need to determine ship navigation procedures, organisation of work, business entered into, insurance and more generally. We have therefore sought answers to certain questions that form the basis of our answers and formulate the hypothesis, namely:

- in what condition the cargo (liquid, hard state, granulate, dry or wet) was,
- when the ship arrived in port and when the ship was discharged,
- what procedures for lifting, lowering, transhipping the goods have been stored,
- by what tools the goods were moved between the ship and the warehouse and between storage and subsequent transport; and
- who has taken over the port and who has passed the goods on.

In view of the questions raised and the logistical management systems in the port, we came up with the target hypothesis “The transhipment procedures of goods were relatively different, which may have affected the mishandling of cargo”. We had to prove or refute the hypothesis, for which we used modern systems and methodological solutions of individual processes through forensic sciences. The procedures have proved useful, leading to some new findings in service activities, in transport and in procedures related to the operation of systems within the port, logistic zones, marshalling yards or air terminals. The port has used our findings to technical and technological modernise systems and to introduce intelligent systems of inspection, reception, take-over, storage and transmission of goods, namely goods that prove to require specific systems of service activity. At this stage, it was not possible to determine the systemic error, it was not possible to determine the object or subject of the resulting cause, which is why we had carefully planned and carried out the investigation.

Baselines of the survey

In the specific case, SILENSTE d.o.o., Slovenia, from the Democratic Republic of Congo in Africa, in cooperation with the company “KvarcGold d.o.o.”, imported the quality granulate quartzite for the manufacture of figured shapes of glass for a known European customer, which was built into hotels, prestigious houses and higher priced houses. The contractual business relationship between the company KvarcGold in the Democratic Republic of Congo and SILENSTE in Slovenia has been uninterrupted and continuous for 30 years and a reasonable business trust was built between them, which was reflected in the quality of the ore or granulates of quartzite, regular payments and mutual exchange of supply and demand data. The shipping company Bubaya has scheduled transports from Congo to central and southern parts of Europe and stops on its way in several ports where cargoes are transported or rented. The documentation showed that the ship had the last point of travel in the port of Trieste, Italy, before stopping at Port, where loading and loading of various cargoes was carried out. Normally, the ship carried out all necessary work and logistical work in the harbour. In a case where we were checking for granular loss, the ship was moved to the second pier in the port. This is due to the technology and form of transported granulates (which is not common) and the presence of connections for the transhipment of goods by spraying or air transhipping for certain cereals. We wrote this information down as a starting point for verification, but we were not sure that this could be the main way out to determine the changes and the final cause.
By reviewing the basic data of transport activities (multimodal transport), we received concrete data as a starting point of research, which helped us to identify all service activities and supporting documentation related to the transported mineral or quartzite. Several transports of the same ore or quartzite show that there were no deficiencies, nor was the ore or other cargo lost or disappeared, nor was it delivered to the natural or legal person who did not carry out the order. Of course, at this stage, we have not yet dealt with the transhipment procedures themselves, because we have taken the usual forms of transhipment and storage of goods such as theirs in port. At this stage of the survey, we looked at the arrivals of ships, documentation of orders, shipments, transport and entry into the port itself. Since forms of transport, timetables, information and management systems in the port were covered and demonstrated the smooth and smooth entry of the ship and the ongoing operation of logistical services in the port, we continued our research in the port itself and looked for the reasons for the replacement or disposal of minerals or granulates of quartzite.

Survey methodology

The survey was defined in terms of the basis and completion of the model of transport and logistical services in the port itself and the search for a useful model for comparing successive transports of the same type. It required the use of innovative, interdisciplinary and port-based approaches that would not interfere with work processes and would deliver key research results. We had to study extensive literature and materials developed in various legislation (Zakon o plovbi po celinskih vodah, 2002) and a number of regulations governing the operation of the Port of Koper, port security, port management policy and many other regulations (port security, etc.), in order to obtain at least basic data to highlight the research case). It was necessary to examine the extensive technical literature and the findings of previous identified deficiencies that guided the management of the port in order to improve the system of operation. In doing so, we relied on the basic characteristics of scientific discourse and were satisfied not only by collecting and verifying existing knowledge, but also by analysing individual findings, comparing and seeking suitable solutions that would direct us to a specific case. We compared the data and knowledge with each other in a quality combination of many methods or models of work in the port, looking for any little thing that could tell us what actually happened. In doing so, we relied scientifically on inductive and deductive approaches and processes of analysis and synthesis, finally applying the generally recognised processes of service activity based on the hierarchy of individual tasks, taking into account all possible combinations and variations of solving a particular case. We were based on successive arrivals of ships into the port, their discharge and recharging, the structure of individual tasks or service actions, where we searched for procedures that could be different or wrong. We have also taken into account the fact of error, for science teaches us that man is erroneous. There were too many intelligent autonomous systems that operate independently and are infallible in processes and processes of logistical services, so we had to study all possible combinations, compare them and search for data that are identical, and data that are not the same and which are not recorded or recorded otherwise. In both cases, the analysis did not give adequate results, so we decided on methodological solutions of individual processes through forensic sciences, with which we tried to obtain data in the micro area, which would clarify the case and help us determine the causes of the situation. In this area, we have re-examined transport industry systems, as described by Zelenika (2010), where it illustrates the implementation of the modal of sustainable development of the transport industry in micro-transport systems (the links can be found in his other written sciences, which we have already mentioned). In methodological terms, wider knowledge and knowledge of research techniques and methods had to be used for thinking and research. Nevertheless, it was necessary to search for micro traces that formed the basis for forensic fact-finding and could be the basis for the confirmation or rebuttal of the hypothesis raised.

Course of research

Already in the introductory part we found that the transport of individual loads, goods and equipment is often linked to multimodal forms of organisation, preparation and execution of transport. These procedures are often linked to a number of factors that may or often affect individual operations or activities, and may also result in a number of factors that may cause damage, disappearance or alteration of the characteristics of individual cargo, goods or equipment. We also found that the safety of individual forms of transport and the security of transport of individual items, goods, cargo and equipment related to the form of transport, the form of infrastructure, the form of loading, handling, and often the processes are technologically different, modernised, but can cause a number of undesirable inconveniences. That is why we first extended our research to the full range of all services and tried to reach a key research problem through individual elimination of proper procedures and processes. At the forefront was the subject of research into the disappearance of minerals or granulates, imported by the company SILENSTE d.o.o., in the form of dry quartzite sand, for the production of quality glass for design and modelling, from the Democratic Republic of Congo through the supply company KVARCGOLD, with the help of multimodal transport. In order to correct irregularities and to detect errors or undesirable behaviour of natural or legal persons, we have undertaken to verify all procedures and operations in the order of multimodal transport and to look for the causes of the disappearance or erroneous replacement of granulates.
The purchase and transport documentation showed that SILENSTE ordered 30,000 kilograms/litre from the production company KVARCGOLD in September 2019 (documentation according to various standards of granulate quartzite measures by kilograms or through litters). The order was appropriate to previous ones, giving SILENSTE to import the same quantity of quartzite twice a year, which it used for quality glass products for a known customer. A broader review of international regulations shows that the business and import of this type of mineral is acceptable and must be accompanied by appropriate documentation confirming this. From the documents examined, we found that the order and the connections between the two companies were carried out in standard form, the glass is the order, the transports were arranged and the goods loaded onto the ship Babaya, which took over the goods at the port of Muanda, as shown in the documents examined. At SILENSTE, we compare several identical orders and supporting documents that guided us to continue the research. After the ship entered our port, the cargo was first carried out into the warehouse and after three days on a freight vehicle that led to the quartzite in the direction of production or to the headquarters of the company. All operations in port shall be covered by documentation necessary at the time of collection, storage and delivery of the goods. We also check the port documentation and takeover of the goods for SILENSTE, and we find that the procedures have been carried out in exactly the same way as in all previous cases. The port shows through documentation that the quartzite has arrived at the port, that it has been stored and

then transferred to the transport organisation that took the goods to the transferee. The carrier's documentation also explains that it has taken over the goods and led them to the acquirer or warehouse of the company SILENSTE. Through the reviewed documentation, the verification of individual procedures, the analysis of data and the use of numerous scientific methods, we came to the knowledge that all procedures ran smoothly and should have completed the business in the same way as they did in all previous transactions.
SILENSTE's representatives show that no quartzite granulates were received, which resulted in significant material damage due to the fact that they could not produce the ordered products and all the documentation showed that the granulate had been delivered to the yard of the company. We checked the procedures of the service activity in the company itself, where we found that there are more employees at the takeover of the materials, which may result in the worker taking over the goods inspecting the documentation and not checking the contents of the goods. Through the search for appropriate answers, we found that the granulates were in larger crates, which they carry on trolleys and thus manipulated in the production process. In preparation for production, the workers found that there were no quartzite in the crates, so the crates were taken to another warehouse and needed a quartzite still in stock. It was only after a week of production that they realised that they did not have the raw material and that production was stopped as a result. The examination of the procedures for taking over and storing goods quickly gave us the answer that there has been a change of materials and that the quartzite has probably been taken elsewhere and another material which is not suitable for glass manufacturing operations has been brought to them. In this part of the survey, it was necessary to ask a few questions, through which answers could be given to the thesis and to determine the reality. When asked what condition the cargo was (liquid, hard, granulate, dry or wet), we got that it was a dry quartzite in the form of fine minerals, which requires the material to be stored in advance in polyvinyl or other bags, but if it is in completely bulk, it must be specially protected. We asked the question at the port when the ship arrived and when the ship was discharged, which was said to us on the same day because it continued to another port. We have examined the management of transport networks through conventional systems and checked material, financial and equity flows, as shown in Figure 1 below.

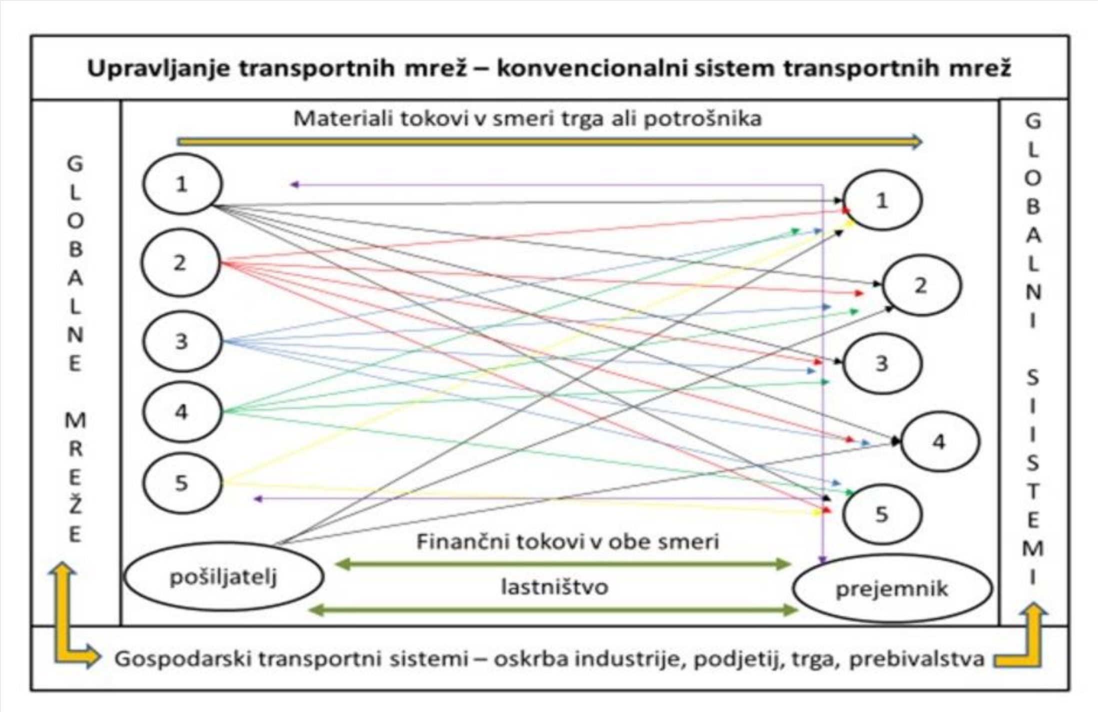

Figure 1. The management of transport networks through conventional systems and checked material, financial and equity flows (According to the contents of the survey, authors 2021)

Further, we asked what procedures for lifting, lowering, transhipping the goods were stored, we were told that most bulk cargo was empty with different tools, showing us different forms of loading or composing from the ship or on board. We did not have an answer yet, so we continued with questions about the tools with which goods were moved between the ship and the warehouse and between the warehouse and further transport. They say that most goods are immediately loaded on railway wagons, freight vehicles, and some are transported by their own transports to dry warehouses in the port. When questioning who took over the goods and who handed the goods forward, they give us all the documentation that explains that the goods were accepted and delivered into further transport. In all procedures and issues, despite agreements being reached, the matter gets complicated and stops. The research is redirected to the verification of individual logistical services in the port and we check the handling and procedures of logistics in dry granules. It is explained that in cases where the transport process involves grain (wheat, soybean, corn, oats, etc.), the transhipment is carried out by spraying through pipe systems to the warehouse, which again continues to the same way to the transport vehicle that transports the goods to the final customer. We focus the survey in more detail on the verification of this system and carry out a review of the logs of the work of the port on the Bubaya ship on the day of arrival. The management of multimodal systems is much more complex but manageable, as we have seen through verification of individual services within the port and through documents showing the route and course of the Bubaya transport. The documents showed all the interconnections of multimodal transport, the connections of several types of transport vehicles, several types of infrastructure, and the interconnections of legal and natural persons involved in the transport process, as shown in Figure 2 below.

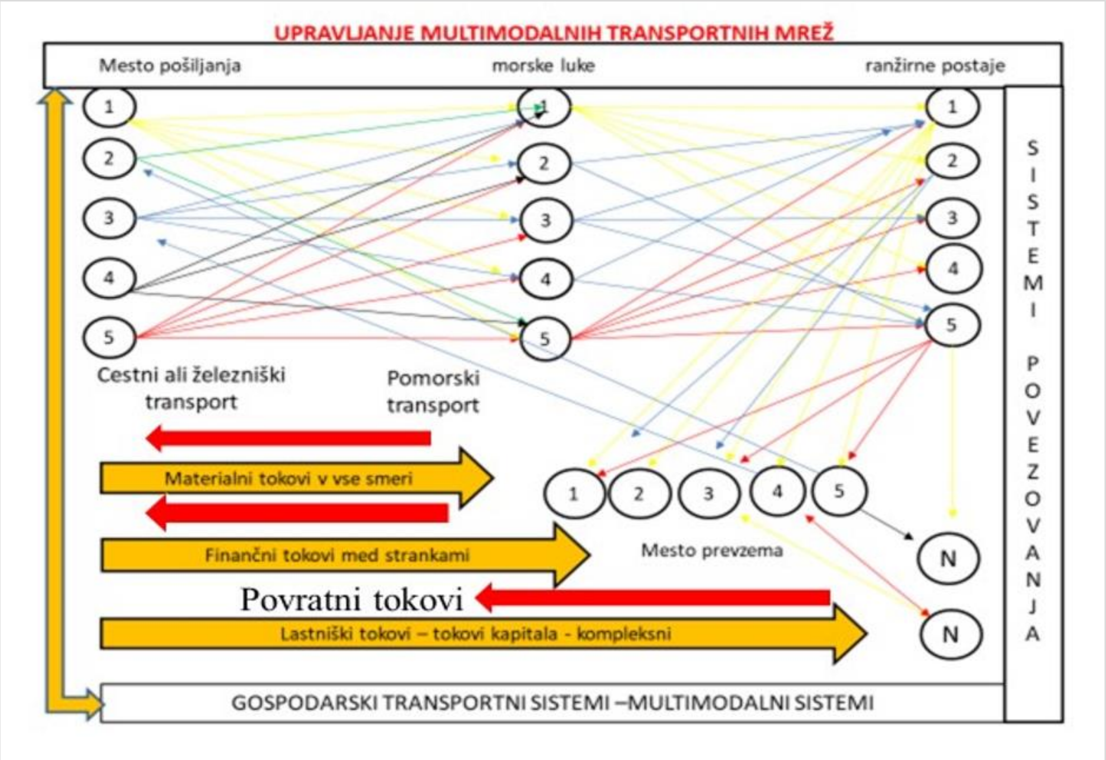

Figure 2. The management of multimodal systems (According to the contents of the survey, authors 2021)

It is noted that the ship was exceptionally moved to a harbour where the flow of petroleum, gas or other products is carried out. From the diary, we find information that explains that there is an injection system for grains and light granulates up to the derivative streaming system. The ship's movement was carried out to tranship with spraying systems, but there was no precise record of what was actually flown or blown through the system, postponed. We stopped a number of questions and unknowns that opened up new possibilities and gave us the basis for formulating the hypothesis of our research 'The transhipment procedures of goods were relatively different, which could have affected the mishandling of cargo'. The complexity of the individual procedures was so precise and in the order of questions that it was impossible to find an answer through the records and the accompanying transport documentation, how the granulates were replaced and, consequently, the causes of the damage suffered. We decided that methodological solutions of individual processes should be included in the research through forensic sciences, which, after proper processing of data, transported cargo, pumping or stacking of goods, will provide the results of what happened in seriousness, for which we had the opportunity to verify logistical procedures and find actual causes and deviations in logistic activities. The aim was to determine whether wrong procedures were committed in the context of the service activity, or whether it was the deliberate alienation of granulates as raw materials or building materials, which could also be the basis for legal proceedings through the certificates obtained.

Using methods of collection, checking, sampling and analysis of individual samples found in the spraying system, forensic experts have concluded that there are several different granulates in the system. The most present is the granulate of red-blue reflections, which are commonly used to regulate stone floors in residential houses and high-end business premises, and granulates of various expensive materials were present. When sampling the samples found, the pod made a scale of various materials, including 21 samples of different raw materials. The most outstanding were the samples of quartzite that we missed and a sample of unknown material, which was found to be semi-precious stones imported from the countries of the east (China, Armenia, Pakistan...). After the prepared rock and after the concentration of the samples obtained, the profession, using forensic methods, prepared new questions to which answers had to be sought. Through the inspection of the operation of the port and logs of the records of the services provided (some are still in writing and most in electronic records) we found that goods were brought through the port, for the needs of the company ČEDABA d.o.o. The goods were in the same way as a quartzite placed in a warehouse and then a cargo vehicle a tanker carrying the goods forward.

Due to the recognition of methods of forensic research, we presented examples of porous (e.g. paper) and non-porous surfaces (e.g. plastic bags) where we tried to find answers or at least directions that would help us through theory. Through numerous research, we knew that it was best to search for fingerprints and DNA on paper or plastic bags. Through a comparison of the fingerprints, we got the answers that human skin has many functions (Fajdiga, 1998). Where the acidic and oily ingredients give the skin protective abilities. It consists of three parts: The upper part of the skin epidermis, the middle part of the skin dermis, corium or cutis, and deep part of the skin – hypodermis. Sweats are multicellular, tubular, exocrine glands. Their secretion is sweat or sudor. Depending on the type of elimination, they are divided into apocrine and apocrine. In addition to water, gland secretions have inorganic components (chlorides, metal ions, sulphates, bicarbonates, ammonia, iron) and organic components (amino acids, proteins, urea, urea, uric acid, sugars, creatinine, choline, carbohydrates, sterols) (Kent, 2000). The surface of the skin on the fingers, knuckles, hands and feet is not smooth, contains ridges, grooves, bumps, indentations and openings. A skin drawing or skin relief typical of each individual shapes all of this. Skin relief does not change during life. In addition to the surface on which the trace was formed, the skin plays a key role in the formation of finger marks. For finger mark recovery is carried out using four methods: optical, physical, physicochemical and chemical (Lee et. al., 2001). In the following, we used an optical or non-destructive method. It does not damage traces, so it is used before other methods of recovery. Strong light combined with different optical filters (e.g. lamps, forensic light sources, lasers) improves the contrast between the substrate and the trace and thus the visibility of the trace. We also used physical methods that are most commonly used during fingerprinting and challenging shorter. The application of various dactyloscopic powders (e.g. aluminium, magnetic, Swedish black) and aerosols (e.g. SPR) results in staining of invisible finger traces on the test material. Since in a specific case it was necessary to examine all options and exclude all data that would only hinder the search for solutions, we also used a physico-chemical method using iodine steam and cyanoacrylate (CA). Otherwise, it is a laboratory test and an indoor procedure where temperature and humidity are controlled. Finally, chemical methods are challenging soil traces on porous surfaces or for imprinted traces (e.g. silver nitrate, ninhydrin, DFO, RTX), which are present in port due to wear and tear of individual systems.

There was a possibility of abuse in the data recording system of the unrequited person, so we also carried out searches for finger marks on paper surfaces, which are porous surfaces and can be used ninhydrin or DFO methods. Ninhydrin (2, 2-dihydroxy-1,3-dione) is a crystalline powder soluble in water and polar solvents. We have a number of records that show that it clings to high temperatures and turns dark red and decays, so we have to keep it in a dark and cool place (Champod et al, 2004). It reacts with primary and secun-dark amines (amino acids, proteins, peptides) found in the soil trace. The results of the challenge depend on the conditions under which the reaction occurs (relative air humidity, temperature, and pH). DFO (1, 8-diazafluorene-9-one) is a fluorogenic reagent to provoke traces on porous surfaces. The reagent reacts predominantly with amino acids (Kent, 2000) found in the soil trace. The induced traces are pale purple and very poorly visible. For example, a forensic light source shall be used to examine the traces. Recovered marks are fluoresced in yellow at a wavelength between 430 nm and 580 nm. Due to numerous smooth surfaces and plastic packaging, a kin-like bag, we continued to search for marks on these surfaces using cyanoacrylate ester (alkyl-2-cyanoacrylate ester), which is a colourless reagent (Brown, 2021). There's a liquid in a manometer form. It has a high polymerisation capability. When heated, CA starts to evaporate. The resulting steam reacts with amino acids, fatty acids, sweat proteins and moisture present in the air (Wurmb et al., 2001). A white polymer of polycyanoacrylate is formed. CA vapours react with certain components of excreta of eccrine and holocrine glands polymerise on traces of papillary lines and form a white polymer. Sometimes the contrast between the substrate and the induced traces should be increased by dyes. Fluorescent dyes are used, e.g. BY40, which fluoresce at a given wavelength using e.g. a forensic light source. Of course, it would be best to obtain DNA (deoxyribonucleic acid) of the perpetrator or person responsible for detecting intent or gross negligence in the system of action. This method now plays a very important role in forensic investigations, where a long molecule consists of two helix chains. Forensics aims to compare controversial biological traces (e.g. saliva, blood) with suspicion (9). Biological traces can also be found on paper and plastic bags. To protect biological traces on different surfaces, standardised accessories for the removal and storage of biological traces are used. A sample of traces is taken with a sterilised wand, inserted into the insurance packaging and sealed. Further forensic tests are being conducted in the laboratory.

In order to confirm or refute the theory of the methodology of forensic research, we checked the documentation of the company ČEDABA in cooperation with the representatives of the port, but the first data indicated that there were no errors recorded in transit procedures through the port. Nevertheless, we decided to call the company, from which they replied in writing that they did not have any errors in their business operations and records, as their delivery of their shipments was smooth. Once again, we were in the diversion of the logistic services system in Port, for which we had to do the next variable and add the most related sample to the verification and evaluation. We repeated the procedure with seven samples and received a response from all subscribers that there was nothing wrong with their shipments. The forensic group did not give up and continued their search, and after the thirteenth sample we received a message from the Czech company ČEDABA, in which they apologised that there had been a mistake and that no changes were found at the first check, and in the detailed examination they found that white granulates were also white granulate, similar to glass, for which they were analysed and found that it was a raw material quartzite, from which the quality of the glass can be produced. We asked for samples to be sent to us in a letter through the express mail and by plane, which arrived within two days. The samples obtained were identical to the quartzite samples allegedly supplied by SILENSTE from the Congo.

With leadership and management in Port, we convened a meeting at which we examined all systems and tried to find out how a system error of the replacement of granulates or transported material could occur. We were aware that this was a human mistake, but we did not look for guilt or negligence, looking for answers that would make it possible to improve the systems of operation in the port.

Discussion

Through the various phases of logistical services carried out in the process of multimodal transport of minerals or minerals from the Democratic Republic of Congo, through individual services in the port, on the basis of the assumption that the handling of goods was relatively different from the usual, through the handling of goods, in cooperation with representatives of the port, representatives of the company SILENSTE and via a video link with representatives of the company KVARCGOLD in Congo and the ČEDA company, the discussion was opened. We have noted our findings of the process of transporting and organising the acquisition and loading of quartzite in the port of Muanda, transporting by sea to the port, where we have examined in detail the procedures for entering and discharging and handling cargoes. In the debate, we found that in the specific case there was an exception, namely bulk goods in the form of fine granulates, quartzite minerals used by SILENSTE to produce quality glass. Throughout all phases of the research, we have examined in detail all types of means of transport and all forms of infrastructure and, on the basis of scientific theories and findings, we searched for answers to the questions where the mistake of replacing granulates was made. We were looking for an answer if the error was made intentionally or if there was a technical or technological error in the system that carried out the procedures differently from what was foreseen. We were looking for errors in mineral records on the receipt forms in the port depot, looking for answers to the ship's move to another port, which was not common for such ships, we looked for answers related to systems for blowing and storing raw materials or materials through pipe systems.

The survey showed that materials were very dry, have a certain gravity, but their composition is such that it is impossible, or at least more difficult, to overload them with tools and loading systems for lifting, descending and transporting them, so it was decided by the management of the ship unloading sector that due to the strong wind in the port, which would carry the granulates in the form of desert sand across the port space, the transhipment could be carried out by blowing the ship to be stored in a dry warehouse. All the documentation showed the proper handling of granulates, and the stored goods were properly handed over to the transport organisation that took the goods to the commercial company SILENSTE, following the same injection procedure. In the same way, the port carried out a number of tasks related to similar granulates, without recording the loss, replacement or disappearance of raw materials. Following the announcement by the company SILENSTE that they had acquired granulates that were not identical to those ordered (supplied to be exchanged), we carried out a survey and realised that using scientific methods and appropriate technology it was necessary to take samples of granulates and investigate them, and to carry out a comparison and analysis and to carry out complex checks that showed that there was indeed a systemic failure in the system of storage and delivery of goods, which was linked to the technology of the port's logistic services or systems. The discussion confirmed that port officials, through verification of the performance of blow-up systems, had discovered that the error was in a switch system designed to detect with special sensors and identifiable sensors, which recognise granules by weight and size and direct the material to dedicated spaces. The system's sensory defect caused the system of granulate quartzite, which was the same size as ČEDABA's granules, to direct to other storage. This was supposed to be a case that occurred once in a few decades and in a few thousand cases, which is negligible given the success of the operation and the examples of good practice in the port. The research revealed that the materials were very dry, because they had, through science and the theory of individual procedures and processes and with the help of forensics, that the failure in the system was actually in the port systems, so the management of the port took full responsibility for the change and agreed with the insurance company to cover the costs of replacing granulates between SILENSTE and ČEDABA through systems. It turned out that granulates could be exchanged between ČEDABA and SILENSTE in kind because they were properly stored in quantity and quality and were awaiting the resolution of the research case. The final damage suffered was only in transport carried out between the companies involved, which was covered by the port insurance policy. The case was recorded as an example of good practice, which could be used in other ports.

Conclusion

The survey has shown that in logistics and logistics services or in service activities, cases may arise that require scientific research. The replacement of granulates at the first stage of detection may have meant a serious loss for SILENSTE, since the order of raw materials was linked to a specific order of products for a known customer. If the raw materials were not found, the order would have been cancelled and serious economic damage would be done.

Throughout the research we realised that this was a new paradigm of system management in logistics and logistics processes, so we sought building blocks or new methods of research work in holistic approaches, which in modern industry 4.0 and the system development of industry 5.0 empirically demonstrate with success and innovation, which is reflected in modern intelligent logistics systems that belong to the modern period of industrial development. In addition to numerous legislation, regulations, internal regulations and instructions in all phases of multimodal transport and especially in port operations, we have read and studied numerous ISO standards that are linked to each work process, we have studied systems of continuous improvement, management and management systems, logistical information and management systems and relevant causes and consequences. In analysing the influence factors (we separated human and autonomous systems) of selecting an appropriate model of managing individual logistical services, we looked for causal links between systems and tried to reach a specific subsystem that could define the need for improvement or exchange. We have taken into account the fundamental differences between transformational and transactional changes (multimodal transport is a systemically sophisticated and complex system that requires a broad understanding of transport economics, organisational links and system management) and through these transactional or gradual changes, it is necessary to understand the continuous response to innovative, intelligent, human, environmental requirements. In fact, these changes mean a continuous improvement of the systems.

To underpin relatively well-known methods and systems of research into logistics and its individual services or processes, we used the most famous theories of world-famous authors, which proved very advanced in the result of the research. In order to establish a concrete thesis, we first had to obtain answers that directed us towards finding solutions and then we were able to define ourselves as a concrete thesis, which we solved through the answers to the questions asked. The thesis was the starting point for directing research in several directions and on the search for tools and models that would give us answers to the specific reasons for the replacement of raw materials. The complexity of logistical information and management systems dictated the need to integrate methodological solutions through forensic sciences, as we knew at the heart of the research that we had concrete answers, only they did not have sufficient evidence or arguments. Forensic methods and procedures for searching, collecting, checking and analysing individual granulates gave us answers to the questions needed to identify the specific cause. The findings are the starting point for finding new system solutions, as well as a starting point for the introduction of new and new intelligent systems and the control of logistics operations.

Based on a comparative analysis of the operation of different systems in the context of multimodal transport, literature studies and practical examples, as well as legal regulations and instructions for the operation of individual processes, we have come up with a model solution that can represent a certain paradigm in the management of the same or similar cases, at the same time presenting examples of good practice that can be used in some new events. The use of criminal and specifically forensic methods has helped us to obtain concrete data through the assurances of the professions and science that disproved human inclination or negligence, so it was possible to conclude the research in a positive sense and to ensure the satisfaction of all stakeholders. We are aware that this is just one example and a good attempt to draw attention to certain practices in service or logistics, and at the same time, this is an informative example that explains how forensic skills can be used to detect and prove individual theories, even in the field of logistics or in the context of its activities.

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OČUVANJE NEMATERIJALNE KULTURNE BAŠTINE U LOKALNOJ ZAJEDNICI KROZ PRIZMU RADA KULTURNO-UMJETNIČKOG DRUŠTVA „KUPLJENOVO“

Barbara Franić https://orcid.org/0000-0001-6076-4502 [1]

Sažetak: *U ovom radu autorica pokušava dati prikaz važnosti udruga u kulturi u lokalnoj zajednici u očuvanju baštine, posebice nematerijalne kulturne baštine te isto tako prikazati vrijednosti te iste baštine za zajednicu. Navedeno možemo promatrati i kao ulaganje u zajednicu koje se očituje kroz programe i aktivnosti udruga u kulturi. Danas, u doba sveprisutnije globalizacije, različitost dobiva sve više na značenju i sve češće se u lokalnim zajednicama javlja poriv da se očuva vlastiti kulturni identitet kroz različite oblike nematerijalne kulturne baštine. Udruge u kulturi predstavljaju važnog dionika lokalne zajednice, dok je nematerijalna kulturna baština zajedničko dobro lokalne zajednice koja ujedno predstavlja i kulturni identitet te zajednice, stoga je skrb o nematerijalnoj kulturnoj baštini neizbježna. Identifikacija vlastite tradicije i njezina očuvanost predstavljaju vrlo važan temelj za razvoj lokalne zajednice te je iz tog razloga važno aktivirati sve članove zajednice. Iz svega navedenog se postavlja istraživačko pitanje ovog članka: kroz koje aktivnosti udruge u kulturi mogu očuvati nematerijalnu kulturnu baštinu u lokalnoj zajednici? U Republici Hrvatskoj udruge u kulturi, posebno one amaterske, imaju važnu ulogu u očuvanju nematerijalne kulturne baštine i aktiviranju članova zajednice što će biti ilustrativno prikazano kroz aktivnosti kulturno-umjetničkog društva „Kupljenovo“.*

Ključne riječi: *udruge u kulturi, lokalna zajednica, nematerijalna kulturna baština, očuvanje baštine.*

PRESERVATION OF INTANGIBLE CULTURAL HERITAGE IN THE LOCAL COMMUNITY THROUGH THE PRISM OF THE WORK OF THE CULTURAL AND ARTISTIC SOCIETY "KUPLJENOVO"

Summary: *In this paper, the author attempts to present the importance of cultural associations in the local community in terms of preservation of heritage, especially the intangible cultural heritage, and also to present the values of the same heritage for the community. We can also view this as an investment in the community, manifested through programs and activities of cultural associations. Today, in times of widespread globalisation, diversity gains more and more significance. In local communities there is often present a greater urge to preserve its own cultural identity through various forms of intangible cultural heritage. Cultural associations represent important stakeholders of the local community, while the intangible cultural heritage is a common good of the local community, which also represents the cultural identity of the community, so caring for the intangible cultural heritage is inevitable. Identification of our own tradition and its preservation represents a very important basis for the development of the local community. It is therefore important to activate all members of the community. In the Republic of Croatia, cultural organizations, especially amateurs, play an important role in preserving the intangible cultural heritage and activating community members, which will be illustrated through the activities of the cultural and artistic society "Kupljenovo".*

Keywords: *cultural associations, local community, intangible cultural heritage, heritage conservation.*

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[1] Senior Lecturer, University of Applied Sciences Baltazar Zaprešić, Croatia, PhD student, School of Advanced Social Studies, Nova Gorica, Slovenia, barbara.franic@gmail.com

Uvod

Okvirna konvencija Vijeća Europe o vrijednosti kulturne baštine za društvo (Faro konvencija, Vijeće Europe, 2005), definira da je „kulturna baština skupina dobara naslijeđenih iz prošlosti koje ljudi identificiraju, neovisno o vlasništvu, kao odraz i izričaj svojih vrijednosti, vjerovanja, znanja i tradicija koje su u stalnom procesu evoluiranja te uključuje sve aspekte okoliša koji proistječu iz međusobnog djelovanja ljudi i mjesta u vremenu." Sukladno postavljenoj definiciji baština predstavlja proces različitih aktivnosti s ciljem identificiranja prošlosti koju želimo ostaviti u naslijeđe budućim generacijama. Društveni razvoj kao koncept, na koji baština ima utjecaja, ima cijelu lepezu vrijednosti koji mogu stvoriti pozitivne učinke na lokalnu zajednicu, ali i na pojedince unutar nje. Sve se više naglašava važnost baštine za podupiranje lokalnog identiteta te osnaživanje lokalne zajednice kroz njezinu aktivnu ulogu u očuvanju i prezentaciji baštine (Goddard, 2009). U Hrvatskoj su udruge u kulturi prepoznate kao aktivni dionici u očuvanju nematerijalne kulturne baštine u lokalnoj zajednici. Većinom se radi o amaterskim društvima koji unutar svoje lokalne zajednice, uspješno odolijevaju izazovima globalizacije njegujući svoju lokalnu kulturu. Doprinos njihovog djelovanja očituje se u zajedništvu i razvijanju kulturnog života zajednice kao i u očuvanju tradicijske kulture zajednice. Bitno je da se u lokalnoj zajednici osigura povezanost koja je temeljena na kulturi. Pretpostavka je da će članovi lokalne zajednice biti voljni sudjelovati u aktivnostima s kojima su izravno povezani, a upravo su kultura i baština jedna od bitnih odrednica za povezivanje unutar zajednice. Takvu tezu zastupa i Brennan (2019) koji navodi da se lokalna kultura i njezino očuvanje mogu usmjeriti na aktivaciju lokalnog stanovništva, jer upravo ona je najbolji promotor raznolikosti i kulturnog lokalnog identiteta. U radu, osim teorijskog pregleda, biti će prikazana i opisna analiza djelatnosti Kulturno-umjetničkog društva „Kupljenovo" koji ima vrlo važnu ulogu u svojoj lokalnoj zajednici. Osim što više od 35 godina brižno čuvaju i njeguju svoju tradicijsku kulturu, ispunjavaju i potrebe svojih članova za druženjem i kulturnim participiranjem. Kroz gotovo tri desetljeća, okupili su brojne članove te su posebnu brigu posvećivali i još uvijek posvećuju mladima i djeci kod kojih nastoje da osiguraju prijenos znanja „s generacije na generaciju". Na taj način probuđuju interes kod mladih, ali i ostalih članova lokalne zajednice da brinu o vlastitoj lokalnoj kulturi i kulturnom naslijeđu. Iz svega navedenog se postavlja istraživačko pitanje ovog članka: kroz koje aktivnosti udruge u kulturi mogu očuvati nematerijalnu kulturnu baštinu u lokalnoj zajednici, odnosno koje su to aktivnosti koje provodi kulturno-umjetničko društvo „Kupljenovo" u svojoj lokalnoj zajednici i pri tome doprinosi očuvanju nematerijalne kulturne baštine.

Vrijednost nematerijalne kulturne baštine za lokalnu zajednicu

Ideja raznolikosti i kulturnog identiteta, zatim zajednička odgovornost prema baštini i nestručnjacima i svima unutar zajednice postale u posljednje vrijeme postale su okosnica brojnih znanstvenih istraživanja. U kontekstu zajednice, možemo ju povezati sa osjećajem pripadnosti nekoj kulturi, odnosno sa osjećajem identiteta. Jedna od najstarijih i opće prihvaćenih definicija kulture jest ona od Tylora (1871) godine koji kulturu definira kao „...onu složenu cjelinu koja uključuje znanje, vjerovanje, umjetnost, moral, pravo, običaj i druge sposobnosti i navike koje čovjek stječe kao pripadnik društva". Iz navedene definicije možemo zaključiti kako kultura predstavlja skup elemenata (ponajprije neopipljivih, odnosno nematerijalnih), a ne samo jednu dimenziju, koji pojedinu kulturu čine jedinstvenom. Kulturu njeguju i čuvaju mnoga društva već stotinama godina i ona postala dio tradicije koja se prenosi s koljena na koljeno već generacijama. I na taj način predstavlja identitet određene zajednice. Kultura podrazumijeva i identitet zajednice. U novije vrijeme pojam zajednice se koristi za označavanje osjećaja identiteta ili pripadanja, koje može ili ne mora biti povezan s geografskim područjem. U tom smislu zajednica se oblikuje kada ljudi imaju jasnu ideju o tome tko ima nešto zajedničko s njima i tko nema. John Bruhn (2011) daje noviju definiciju zajednice u kojoj naglašava važnost zajedništva, odnosa i veza između njezinih članova te ističe da „općenito gledano, zajednica implicira kako u nekoj grupi ljudi, obično na nekom određenom lokalitetu, postoje odnosi koji idu preko „slučajnog poznanstva", a ti su odnosi bliži i tješnji od usputnih poznanstava ponajprije stoga što „grupa dijeli neke zajedničke ciljeve, vrijednosti, a možda i način života koji ih uzajamno pojačava, stvara pozitivne osjećaje i rezultira određenim stupnjem uzajamne predanosti i odgovornosti". Možemo reći kako odnosi u zajednici počivanju na prirodnoj volji, „koja uključuje sentimente, tradiciju i zajedničke veze kao dominantne sile." (Geiger Zeman i Zeman, 2010, 35).

Posljednjih desetljeća sve se više pažnje posvećuje očuvanju kulturne baštine. Suvremeni koncept baštine temelji se na određivanju njezine važnosti i vrijednosti za lokalnu zajednicu i propitivanju njezine uloge u lokalnom društvenom razvoju. Sve izraženiji i prisutniji globalizacijski procesi, industrijalizacija, Internet, narušenost ekološke ravnoteže, nastojanja pokretanja i implementacije programa održivosti postali su glavni motivi za povratak korijenima, odnosno aktiviranje potrebe za osvješćivanje i definiranje identiteta te potrebe za pripadanjem (Geiger Zeman i Zeman, 2010). A pripadanje možemo ostvariti u zajednici ili u društvu. U tom kontekstu treba istaknuti Skledara (2012;33) koji navodi da je čovjek, „po jednom od svih bitnih određenja i značajki, između ostalih (da je tjelesno, racionalno, umsko biće, itd.) i društveno i kulturno biće, pa to znači da je ljudski život moguć i smislen jedino u zajednici s drugim ljudima, u određenoj sociokulturnoj skupini – obiteljskoj, prijateljskoj, profesionalnoj, nacionalnoj i slično".

Kulturnu baštinu, materijalnu i nematerijalnu možemo prepoznati kao nositelja određenih specifičnosti, ali i (kulturnog) identiteta lokalne zajednice. Predstavlja zajedničko bogatstvo čovječanstva vidljivo u njezinim posebnostima i različitostima, a njena zaštita jedan je od važnih faktora za prepoznavanje, definiranje i afirmaciju kulturnog identiteta. Kulturnu baštinu čine „pokretna i nepokretna kulturna dobra od umjetničkoga, povijesnoga, paleontološkoga, arheološkoga, antropološkog i znanstvenog značenja" (Ministarstvo kulture i medija Republike Hrvatske, 2021). Pojam kulturna baština postao je prilično širok u posljednja dva desetljeća te je sada vidljivo i prema danoj definiciji da kulturna baština uključuje i nematerijalne elemente. Istodobno kada je značenje pojma baština postalo šire (Der Aruwera i Schramme, 2011) odgovornost za zaštitu i očuvanje baštine sve je više postaje zadatak šireg društva.

Međunarodno prihvaćen pojam nematerijalna kulturna baština pojavio se prvi puta u Konvenciji o zaštiti nematerijalne kulturne baštine (UNESCO, 2003), dok je ranije u dokumentima UNESCO-a bilo znano kao tradicijska kultura i folklor (1989) ili pak usmena i nematerijalna baština čovječanstva (1998). Danas, pod nematerijalnom kulturnom baštinom prepoznajemo mnoge pojavnosti kulture, te pokriva široko mnoga kulturna dobra, a u užoj definiciji predstavlja „običaje, vjerovanja, znanja, vještine, pojave duhovnog stvaralaštva koje se prenose predajom, a društva, grupe ili pojedinci prepoznaju ju kao svoju baštinu, a manifestira se osobito kroz: jezik, dijalekte, govore i toponimiku te usmenu predaju ili izričaje; folklorno stvaralaštvo u području glazbe, plesa, predaje, igara, obreda, običaja, mitologije; tradicijska umijeća i obrte; znanje i vještine vezane uz prirodu i svemir; kulturološke prostore gdje se tradicionalne pučke vrijednosti sreću u povećanoj mjeri te mjesta gdje su se pričale priče, održavali sajmovi, svetkovine ili godišnje procesije" (Ministarstvo kulture Republike Hrvatske, 2020). Iz navedenog je vidljivo koliko je opsežan i kompleksan obuhvat nematerijalne kulturne baštine, stoga svrha prethodno spomenute UNESCO-ove Konvencije (2003) je poticanje država potpisnica da osiguraju zaštitu, potiču očuvanje, osiguraju poštivanje nematerijalne kulturne baštine, podižu svijest o njezinoj važnosti kako na lokalnoj tako i na nacionalnoj i međunarodnoj razini.

Vrijednost kulturne baštine za zajednicu naglašava Barber (2003, 81–84) koji kaže da nam „kulturna baština omogućava da se vidimo kao dijelovi nevidljivih cjelina ili zajednica koje su vezane zajedničkim karakteristikama koje nadilaze naše razlike". Nadalje Barber navodi (2003) da nas je do jednoobraznosti dovela ekonomska globalizacija te da je to razlog zbog čega je zaštita kulturne baštine postala politička i ideološka zadaća, a s ciljem očuvanja kulturne raznolikosti. Dalje navodi da je za uspostavu i održavanje demokracije u društvu nužno očuvanje i zaštita kulturne baštine jer demokracija ne bi trebala uzeti u obzir samo mišljenja sadašnjih, već i mišljenja prošlih generacija te da kulturno nasljeđe omogućava komunikaciju s našim precima i stoga ga treba čuvati u svrhu uspostavljanja i održavanja demokracije (Barber, 2003, 80). Kulturna baština, materijalna i nematerijalna, nameće se i kao odgovornost lokalne zajednice te je njezino sudjelovanje u njezinom očuvanja neophodno da bi se postiglo zajedničko razumijevanje svih zadanih ciljeva povezanih s njom. Također je potrebna identifikacija i djelovanje svih dionika unutar lokalne zajednice (Ripp i Rodwell, 2016). A to se najčešće ogleda u učlanjenju u neku organizaciju civilnog društva ili udrugu. Razlozi zbog kojih se ljudi uključuju u udruge su mnogobrojni. Stoga ovdje možemo istaknuti druženje između društveni angažman u zajednici, ispunjavanje slobodnog vremena u vidu edukacije o nekom području, dobrotvorni rad i tome slično. Članovi lokalne zajednice mogu se odlučiti za sudjelovanje u provedbi aktivnosti na lokalnoj razini iz mnogo razloga kao što su: osjećaj da je korisno i važno ono što čine za svoju zajednicu, nova poznanstva s ostalim članovima zajednice, priznanje za doprinos koju daju za unapređenje zajednice od ostalih članova zajednice, mogućnost stjecanja novih iskustava i vještina, te zadovoljstvo koje osjećaju kada vide dugoročne rezultate svojeg angažmana u zajednici.

Istraživanje

Kako bi došli do odgovora na postavljeno istraživačko pitanje, u radu se primjenjuju metode klasifikacije, deskripcije i indukcije. Metoda klasifikacije često je upotrebljavana u znanstvenim istraživanjima te „podrazumijeva podjelu (razvrstavanje, kategoriziranje, klasificiranje) istraživanih objekata ili pojava prema nekom kriteriju, ovisno o predmetu i svrsi istraživanja" (Crljenko, 2017, 85). Crljenko (2017) opisuje da takva podjela „uvažava međusobno isključiva obilježja pojava ili objekta", a u prilog tome govore i drugi autori (Bailey, 1994; Bhattacherjee, 2012) što možemo objasniti ako primjerice udruga prema nekom kriteriju pripada jednoj kategoriji (kultura, sport zdravstvo) ne može istodobno pripadati drugoj kategoriji. Istražujući podjelu organizacija civilnog društva u kulturi u Republici Hrvatskoj uvidjela se klasifikacija podjele udruga prema dva kriterija: a) amaterske udruge u kulturi i strukovne udruge u kulturi. Metoda deskripcije predstavlja „opis pojava koje se istražuju, a svako istraživanja bi trebalo započeti s deskripcijom svih temeljnih pojmova ili pojava" (Metzinger i Toth, 2020, 13). Žugaj i suradnici (2006) navode kako se „u znanstvenom radu pri opisivanju činjenica, pojava ili podataka posvećuje velika pozornost što bi u konačnici trebalo rezultirati povećanom objektivnosti i točnosti u svim drugim fazama istraživanja". Pojava koja se istražuje u ovom radu jest Kulturno-umjetničko društvo „Kupljenovo" i njegov doprinos lokalnoj zajednici aktivnosti koje provodi s ciljem očuvanja nematerijalne lokalne baštine. Induktivna metoda „podrazumijeva zaključivanje od pojedinačnih slučajeva prema općim zakonitostima, odnosno sistematsko i dosljedno primjenjuje induktivni načina zaključivanja u kojem se na temelju pojedinačnih ili posebnih činjenica dolazi do općih zaključaka" (Zelenika, 2000). Slijedom navedenoga, u ovom poglavlju je predstavljen opis sekcija društva i njihovih aktivnosti kroz koje se manifestira očuvanje lokalnog tradicijskog naslijeđa.

Amaterske organizacije civilnog društva u području kulture u Republici Hrvatskoj – udruge u kulturi

Zauzimanje građana za rješavanje određenih problema unutar lokalne zajednice nije praksa većine građana koji smatraju da sve probleme treba riješiti državna odnosno lokalna vlast. Bežovan (2004, 174) tvrdi kako su „osjećaji i praksa solidarnosti u Republici

Hrvatskoj više razvijeniji na osobnoj nego na društvenoj razini“. Krajem devedesetih godina dvadesetog stoljeća sve više jača svijest o važnosti civilnog društva i njegovog razvoja u svim sferama društvenog života. Civilno društvo podrazumijeva aktivne građane, koji se udružuju dobrovoljno, te koji žele promjenu u svojoj lokalnoj društvenoj zajednici, a smisao djelovanja udruge je u zaštiti i promicanju interesa članova udruge i društvene zajednice. Nadalje, civilno društvo prema Huyseu (2001, 140) kao pojam sve se više povezuje sa idejom aktivnog građanstva posebice zbog svoje uloge koju ima procesu naturalizacije pri obavljanju sljedećih zadaća: obrazovanje i podizanje svijesti, promicanje interesa i pružanje različitih usluga (Huyse, 2001, 140). Takve organizacije, u koje pripadaju i udruge u kulturi pružaju platformu na kojoj se razvijaju mišljenja i vrijednosti te pokreću aktivnosti koje omogućuju prijenos vrijednosti. To može stvoriti socijalni kapital, što dovodi do razvoja određenih stavova, vještina i identifikacija od strane građana, a svi su oni važni za otvoreno i demokratsko društvo (Huyse, 2001, 140–141).

Udruge predstavljaju najčešći oblik organizacija civilnog društva u Republici Hrvatskoj te su važan čimbenik društvenoga života. Civilno društvo može pomoći ljudima da se prisjete zajedničkih iskustava, tradicija, identiteta i vrijednosti. Aktivnosti civilnog društva mogu na taj način dovesti do očitijeg osjećaja zajednice (Rosenstein, 2006, 1). Rosenstein nadalje navodi (2006, 1) kako civilno društvo koje djeluje na području baštine može pomoći u njegovanju osjećaja pripadnosti zajednici stvaranjem figurativnog mjesta susreta jer takvo mjesto može uključivati razne manifestacije temeljene na tradiciji poput glazbenih svečanosti, gastronomske ponude, oživljavanje zaboravljenih mitova i legendi koje predstavljaju prijenos tradicijskih i baštinskih vrijednosti mlađim naraštajima.

Osnovna svrha djelovanja većine od ukupno 4.356 aktivnih udruga u kulturi (Registar udruga, 2020) u potpunosti ili djelomično je područje kulturne baštine koje se očituje kroz očuvanje kulturne baštine, odnosno nematerijalne kulturne baštine i tradicijske kulture, koje svojim djelovanjem, programima i projektima tradicijske vrednote nastoje očuvati od zaborava. Njihovi su zajednički programski cijevi vezani uz lokalnu ili širu zajednicu. U Hrvatskoj su najbrojnije udruge u kulturi - amaterske udruge, a one su najčešće registrirane kao kulturno-umjetnička društava. Kulturno-umjetnička društva u Republici Hrvatskoj predstavljaju najbrojnije oblike udruga u kulturi. Najčešće su osnovana radi očuvanja kulturne baštine, materijalne, i nematerijalne (u većoj mjeri), očuvanja vlastitog kulturnog identiteta, oživljavanje starih zanata, oživljavanje mitova i legendi, rekonstrukcija zaboravljenih običaja i tome slično. Tu možemo dodati i njihovu ulogu u okupljanju i poticanju lokalnog stanovništva na kulturno razvijanje lokalne zajednice, pri čemu gotovo sve udruge imaju naglasak na mladima i djeci kojima pripada važna uloga u očuvanju tradicijske (lokalne) kulture i daljnjem prenošenju iste.
Bitno je napomenuti da su članovi udruga u najvećoj mjeri amateri, dok su voditelji i suradnici članovi strukovnih udruženja. Rudi Supek navodi da je amaterizam - „ta spontana kulturna djelatnost, zove amaterska stoga, jer ne postoji s motivom stjecanja sredstava za život, nego je izraz unutrašnje motivacije i potrebe čovjeka da djeluje, da se izražava kulturno-umjetnički, ali da se izražava ne samo zbog unutrašnje potrebe nego i zbog društvene potrebe jer ta djelatnost ima dva bitna aspekta da udovolji jednom interesu i jednoj kreativnoj potrebi izražavanja i s druge strane da je ona izraz spontane manifestacije društvenosti“ (Supek, 1974, 8). Amaterska društva nisu komercijalna i nisu opterećena akumuliranjem profita. Kod njih je najčešće prisutna briga za vlastiti opstanak i neometani rad jer najčešće ovise o državnom proračunu, sponzorima, donacijama i vlastitim prihodima. Udruge u kulturi, zahvaljujući prethodno spomenutoj financijskoj neopterećenosti, svoj rad i stvaralaštvo predočuju kao javno dobro, bez pretendiranja elitizmu. Dolenec (2015) kaže da bi nerazumno bilo zaključiti da svaka amaterska udruga u kulturi ima visok stupanj kvalitete u ostvarivanju svojeg kulturnog i umjetničkog izraza, stoga bi trebalo nametnuti da se zadovolje osnovni kriteriji koji se odnose na stručnost, osnovne sposobnosti, smislenost, didaktičnost sadržaja ili zajednički interes za očuvanje tradicije, naslijeđa i kulturne baštine.

Udruge u Republici Hrvatskoj najviše djeluju na lokalnoj razini, što samo potvrđuje njihovu želju za rješavanje problema različite tematike unutar zajednice u kojoj djeluju. Maloić (2007) tvrdi da je nužna dobro uspostavljena komunikacija između nevladinog sektora, odnosno udruga i državnih institucija ili jedinica lokalne samouprave. Komunikacija bi trebala biti što aktivnija i transparentnija zbog dobrobiti građana lokalne zajednice. Provođenje „malih“ projekata unutar lokalne zajednice najčešće je inicirano od strane udruga. Nije rijetkost da se na takvim projektima razvijaju partnerstva sa ostalim dionicima lokalne zajednice bilo da su oni građani ili druge organizacije koje imaju interes u rješavanju određenih problema i pitanja unutar zajednice. I sama bit udruga jest povezivanje pojedinaca i ostalih dionika radi zagovaranja zajedničkih interesa i međusobne pomoći, te radi stvaranja nove dimenzije.

Danas, u Republici Hrvatskoj, pored institucija, očuvanje nematerijalne kulturne baštine u lokalnoj zajednici najčešće osiguravaju njezini nositelji koje možemo prepoznati kao organizacije civilnog društva, odnosno udruge u kulturi. Ilczuk (2001, 20–21) govori da postoji potreba za organizacijama civilnog društva u području kulture i baštine, posebno kada se radi o kulturnoj baštini, jer je ona javno dobro. Kako je kulturna baština javno dobro, organizacije civilnog društva mogu pokrenuti mnoge aktivnosti koje bi upozoravale na neučinkovite vladine propise ili pak pokrenuti aktivnosti koje ne ovise o tržišnoj konkurenciji ili utjecaju države. No oni mogu poticati načelo demokratizacije kulture. No, bez obzira na navedeno, organizacije civilnog društva ipak predstavljaju najčešće amatersku sferu, i zbog toga je nemoguće očekivati od njih da rade posao države i njezinih institucija, iako u tom segmentu mogu uvelike pomoći oko popunjavanja praznina u toj domeni (Ilczuk, 2001, 20–21). Navedeno se može potkrijepiti činjenicom da gotovo ne postoji lokalna zajednica u Republici Hrvatskoj koja u svojem okruženju nema barem jednu udrugu u kulturi koja se bavi očuvanjem baštine, te najčešće zadovoljava ispunjenje potreba zajednice za kulturnim sadržajima. U prilog tome Maloić (2007) navodi kako su kreatori lokalne zajednice

svi njezini stanovnici, bilo pasivni ili aktivni. Stanovnici imaju mogućnost da se uključe u partnersku suradnju na lokalnoj razini kroz razne udruge, umjetničke organizacije, vjerska udruženja, sportske organizacije ili kao pojedinci. Ono što je na lokalnoj razini nedvojbeno jest dobra suradnja između svih dionika u zajednici posebice ako se radi o lokalnom ili regionalnom programu. Cilj većine udruga u kulturi u Republici Hrvatskoj, kojima je djelatnost kultura i baština, jest povezivanje zajednice promicanjem i očuvanjem identiteta, tradicija i vrijednosti temeljenih na lokalnoj kulturi.
Nije stoga neobično da se članove udruga u kulturi nerijetko doživljava kao "žive nositelje" (UNESCO, 2003) kulturne baštine te je stoga je nužno vrednovati njihovu ulogu u društvenom i kulturnom životu lokalne zajednice. Potrebno ih je poticati na suradnju sa svim dionicima u području kulture u zajednici kako bi se optimalno iskoristio sav kulturni potencijal građana i kulturnog naslijeđa te se očuvala i spasila od zaborava nematerijalna kulturna baština u lokalnoj zajednici.

Doprinos kulturno-umjetničkog društva „Kupljenovo“ lokalnoj zajednici i očuvanju (lokalne) baštine

Folklorna i etnografska baština, kao nematerijalna kulturna baština, zajedničko su kulturno dobro, a danas i obvezujuće nasljeđe i bogatstvo cijeloga čovječanstva. Njene posebnosti vidljive su u raznolikim vrstama i oblicima. Stoga je i zaštita kulturne baštine, materijalne i nematerijalne, jedan od važnih (ako ne i najvažnijih!) čimbenika za prepoznavanje, (re)definiranje i naposljetku afirmaciju kulturnog identiteta u suvremenosti. Nezaobilazni dio suvremene kulturne baštine, neupitno povezane s nekadašnjim načinom života u zaprešićkom kraju, koja odražava društvene i kulturne posebnosti prostora i vremena, predstavljaju zaprešićka kulturno-umjetnička društva. U gradu Zaprešiću te njegovoj bližoj okolici djeluju mnogobrojne i vrlo aktivne udruge u kulturi koje se i danas bave hvalevrijednim amaterskim njegovanjem i izvođenjem vokalne i instrumentalne glazbe, likovnim aktivnostima te scenskim prikazivanjem i predstavljanjem folklornog, glazbeno-plesnog te dramskog izričaja. No, u očuvanju nematerijalne kulturne baštine posebno se ističe jedna udruga u kulturi: Kulturno-umjetničko društvo „Kupljenovo[i]“.

KUD „Kupljenovo“ je osnovano sukladno Statutu[ii], kao udruga u kulturi, s ciljem bavljenja kulturno-umjetničkom djelatnošću u svrhu očuvanja i promicanja tradicijske baštine Republike Hrvatske s naročitim naglaskom na njegovanje i očuvanje narodnih običaja domaćeg kraja, razvijanja i unapređenja tradicionalnih načela amaterizma i podizanja umjetničke kvalitete i obogaćivanja kulturnog života lokalne zajednice. Slijedom navedenoga, KUD djeluje na području kulturno-umjetničkog amaterizma i glazbeno-scenske, dramske i plesne umjetnosti.

Da bi KUD ostvario svoje zadane ciljeve, trenutno obavlja sljedeće kulturne djelatnosti (sukladno Statutu, čl. 6):
- okupljanje građana, školske i studentske mladeži u svrhu aktivnog amaterskog bavljenja glazbom, folklorom, pjevanjem, plesom i glumom kroz rad glazbene, pjevačke, plesačke i dramske sekcije;
- očuvanje izvornog i reproduktivnog folklora, vokalne i instrumentalne glazbe, narodnih nošnji te ostalih folklornih i etnografskih sadržaja temeljem istraživanja članova i usmene predaje o izvornim narodnim običajima domaćeg kraja;
- organiziranje raznih druženja i manifestacija u cilju kvalitetne prezentacije djelatnosti Udruge čiji su nositelji članovi Udruge;
- poticanje i briga o stručnom osposobljavanju vlastitog kadra koji će odgajati mlađe naraštaje u njegovanju kulturne baštine RH, područja Kupljenova, te razvijanje svijesti kod djece i mladeži o važnosti očuvanja i njegovanja vlastite tradicije i kulture;
- razvijanje i unapređenje odnosa sa srodnim organizacijama u RH te u inozemstvu kroz programe međunarodne suradnje:
- izdavanje knjiga, časopisa i nosača zvuka iz područja svoje djelatnosti.

Obzirom na zadane ciljeve, možemo zaključiti kako je razlog okupljanja, i sudjelovanja članova zasigurno kulturno-umjetnički amaterizam u najboljem smislu tih riječi.

Uloga KUD-a „Kupljenovo“ u lokalnoj zajednici

Počeci današnjeg Kulturno-umjetničkog društva „Kupljenovo“ (dalje u tekstu KUD) sežu u godinu 1980., a službeno je osnovano 1983. godine u Kupljenovu. U radu KUD-a „ Kupljenovo“ danas aktivno djeluje sedamdesetak članova različite životne dobi koji svoje kulturno-umjetničke potrebe i dosege pokazuju redovitim javnim nastupima u dramskoj družini (odrasloj i dječjoj postavi), izvornoj folklornoj (plesnoj i pjevačkoj) skupini, folklornoj plesnoj i pjevačkoj skupini, dječjoj folklornoj skupini, muškoj pjevačkoj skupini, ženskoj pjevačkoj skupini „Ivančice“ i vokalnom kvintetu „Vanka“. Iako danas nisu aktivne, u prošlosti su bile i neke druge sekcije, koje je potrebno spomenuti, a to su: muzička sekcija, dječje „Gudilice“ i likovna sekcija.

Od osnutka do danas KUD „kroz društvo je prošlo“ preko petstotinjak članova. Ukoliko uzmemo u obzir broj stanovnika Kupljenova, možemo konstatirati kako je gotovo više od polovice stanovnika sudjelovalo i bilo uključeno u neku od aktivnosti KUD-a. Bitno je to ovdje spomenuti jer sudjelovanje u udrugama doživljava se kao društveno dobro i način poticanja socijalne i društvene integracije u modernom društvu. Službenom registracijom 10. prosinca 1983. društvo bilo napokon i službeno registrirano, te upisano u Registar udruga Republike Hrvatske. Od tada su i narodna glazba, ples, gluma i „pučko kazalište“ u Kupljenovu postali zajednički kulturno-umjetnički sadržaj mnogim mještanima različite životne dobi. U početku je najaktivnija bila dramska sekcija koja je smišljeno i duhovito predstavljala starinske kupljenske običaje na sceni. U to su doba članovi KUD-a najviše nastupali u susjednim selima, a nerijetko i u Zaprešiću i Zagrebu. Kao i danas, tako su i tada uvijek bili rado viđeni na raznim kulturnim, ali i gospodarsko-turističkim priredbama, jer su ponajprije pjevali i svirali „sebi za dušu". Za razliku od današnjih dana i navika, svi su tada sudjelovali u svemu, i pjevali su, i svirali, i glumili, pa i plesali. Nije ih tada bilo toliko kao danas, ali su uvijek i na probe i na nastupe dolazili s voljom, jer su voljeli to što rade i što su s ponosom mogli drugima pokazati dio vlastita kulturnog nasljeđa.

Članovi KUD-a svake godine organiziraju nekoliko kulturno-umjetničkih manifestacija s ciljem upoznavanja i približavanja tradicijske baštine zajednici. Osim funkcije očuvanja nematerijalne kulturne baštine te promocije umjetničkog stvaralaštva kroz bavljenje izvornim i reproduktivnim folklorom, vokalnim i instrumentalnim skladbama, čuvanjem narodnih nošnji te ostalim folklornim i etnografskim sadržajima, udruge u kulturi imaju i edukativnu funkciju. One nerijetko organiziraju kulturne manifestacije, stručne seminare i tribine, edukativne radionice, okrugle stolove i građanske akcije u svrhu očuvanja nematerijalne baštine i dodatnog educiranja lokalne zajednice kad je baština u pitanju. Dodatno, sudjeluju na raznim kulturnim priredbama na kojima predstavljaju svoj lokalni, odnosno regionalni kulturni identitet. U kontekstu potrebe čovjeka za pripadnošću nekoj skupini, zajednici ili društvu, ona se u KUD-u ostvaruje već godinama. Osim što članovi uče o svojoj kulturi i reproduciraju isto kroz umjetničke nastupe, većina njih bilo koje dobne skupine, unutar društva se povezala na prijateljskoj i obiteljskoj razini. Stoga nije rijetkost, da se članovi KUD-a druže i izvan okvira djelatnosti KUD-a, i u konačnici zadovoljili sviju potrebu za druženjem i pripadnošću.

Potrebno je istaknuti i njihovu funkciju u ispunjavanju slobodnog vremena, solidarnosti, rekreacije i komunikacije među članovima, ali i u široj lokalnoj zajednici. Članovi udruga u kulturi vrlo često gostuju na raznim kulturnim i umjetničkim manifestacijama i festivalima, gdje se dobivaju nove spoznaje o drugim kulturama te su u isto vrijeme i promotori svoje vlastite kulture, lokalne i tradicijske.

KUD „Kupljenovo" i očuvanje kulturne baštine

Članovi KUD-a uz stručno vodstvo umjetničkog voditelja prof. Ivice Ivankovića[iii] svojom djelatnošću uspješno čuvaju nematerijalnu kulturnu baštinu zaprešićkog kraja. Navedeno se ponajprije odnosi na tradicijsku, lokalnu baštinu. Očuvanje baštine se manifestira kroz aktivnosti sekcija koje svojim radom i programom uz veliki entuzijazam članova uspješno čuvaju i prenose svoje tradicijsko naslijeđe.

Dramska sekcija

Dramska družina KUD-a „Kupljenovo" od osnutka KUD-a postaje zajednički kulturno-umjetnički sadržaj mnogim članovima lokalne zajednice različite životne dobi. Dramske predstave su većinom na „zaboravljenom" govoru Kupljenova kakav danas rijetko možemo čuti. Napisano je i izvodi se oko 30-ak zavičajnih igrokaza, a najpoznatija je predstava „Babica su betežni" za koju je godine 1993. autorica Zorica Jandras[iv] dobila posebnu nagradu Hrvatskog sabora kulture i koju je u suradnji s članovima KUD-a snimila i Redakcija dramskog programa Hrvatske radio televizije. KUD „Kupljenovo" i članovi dramske sekcije organiziraju preko deset godina „Kajkavijadu u Kupljenovu" manifestaciju koja predstavlja susret dramskih amaterskih kajkavskih družina, pisaca i pjesnika zaprešićkoga kraja kako bi se zavičajni govor sačuvao od zaborava.

Izvorna sekcija

Uz dramsku sekciju, posljednja dva desetljeća posebice je aktivna izvorna (glazbeno-plesna) skupina koja s ljubavlju njeguje i od zaborava čuva nematerijalnu kulturnu baštinu, odnosno zavičajnu etnografsku, glazbenu i plesnu baštinu zaprešićkog kraja. Njezina posebnost i vrijednost krije se u činjenici da je u zaprešićkome kraju jedina folklorna skupina koja se ozbiljno bavi vlastitim (izvornim) zavičajnim nasljeđem. Uz oživljavanje sela i nekadašnjih običaja suvremenim scenskim prikazima posebna se pozornost u radu i programu izvorne skupine u proteklim desetljećima, pridaje, istraživanju, zapisivanju te scenskom predstavljanju i raznih drugih narodnih običaja kupljenskoga kraja, poput ivanjskih, svadbenih i korizmenih kao i obnovi starinskih narodnih nošnji.

Folklorna plesno-pjevačka sekcija

Osim primarne zadaće istraživanja, čuvanja i reproduciranja izvornog folklora, kroz pjesmu, ples, zvuk, narodno ruho i običaje, folklorna plesno-pjevačka sekcija KUD-a osnovana je s ciljem učenja o kulturnoj baštini cijele Republike Hrvatske. Pod vodstvom umjetničkog voditelja, ova skupina ima za cilj scenski prikazati kroz umjetničku obradu bogatu hrvatsku tradicijsku kulturu, ponajprije glazbenu, vokalnu i plesnu te kroz izvođenje upoznati i educirati lokalnu zajednicu.

Dječja folklorno-plesna sekcija

Dječja folklorno-plesna skupina KUD-a „Kupljenovo" predstavlja nadasve vrijedan i kvalitetan podmladak koji se za raznorazne folklorne izazove priprema od najmlađe dobi. Članovi sekcije nisu samo iz Kupljenova, nego i iz šire lokalne zajednice koja je prepoznala potencijal i kvalitetu ove sekcije. Za scensko izvođenje uvježbavaju se ponajprije kupljenskoga kraja, no isto tako se djecu preko pjesama i plesova upoznaje sa tradicijskom kulturom i nematerijalnom baštinom iz čitave Republike Hrvatske. Cilj je kroz sekciju osigurati prenošenje znanja na mlađe generacije i potaknuti ih na razmišljanje o vlastitom kulturnom identitetu i kulturi, stoga je od velike važnosti za KUD da djeca kada odrastaju postaju vrlo vrijedni i odgovorni članovi i članice izvorne skupine ili pjevačkih skupina KUD-a, uspješno odolijevajući svim „pomodnim" izazovima.

Muška pjevačka skupina

Članovi muške pjevačke skupine svojim izvođenjem stvaraju i njeguju zaseban i jedinstven pjevački program koji (ponekad i uz aktivne starije pjevačice) redovito obogaćuju izvedbama starinskih „romarskih" napjeva, odnosno jedinstvenih hodočasničkih pučkih (nekoć i crkvenih) marijanskih pjesama, ali i izvedbama „vinskih", „bećarskih[v] " i gotovo zaboravljenih „soldačkih[vi] " pjesama. Ova sekcija pokazuje da su znanje, upornost i sistematski i ozbiljan rad jedini recept za kontinuiranu i kvalitetnu izvedbu.

Ženska pjevačka skupina „Ivančice"

Osnivanje pjevačke skupine "Ivančice" potaknuto je, prije svega, sa željom, namjerom i idejom da od starijih vrsnih pjevačica KUD-a mlađe usvoje starinski način i stil pjevanja te da nauče i na nastupima izvode one narodne pjesme koje nisu zastupljene u pojedinim običajnim izvedbama i scenskim prikazima izvorne glazbeno-plesne skupine. Tako program kupljenskih "Ivančica" čine lijepe nekadašnje zavičajne, ljubavne ili *šalne* pjesme Iza sebe imaju vrlo zapažene nastupe, sudjelovanja na festivalima i snimanja za Hrvatsku radio televiziju. Već su nekoliko godina među najboljim vokalnim sastavima Zagrebačke županije, te su nekoliko puta nastupile na Državnoj smotri što dokazuje da su mlađe članice KUD-a uspješno usvojile starinski način i stil pjevanja. Vrijedi istaknuti da su 2016. godine na Susretu malih vokalnih sastava iz cijele Hrvatske u Bjelovaru bile nagrađene su posebnom nagradom za kvalitetu zvuka, dok su u okviru 13. Susreta (2017.) osvojile prvu nagradu u kategoriji izvorne narodne glazbe i time bile proglašene najboljim malim vokalnim sastavom u Hrvatskoj.

Vokalni kvintet „Vanka"

Vokalni kvintet VANKA – najmlađa je sekcija kupljenskoga društva. Uz zajedničke koncertne nastupe s ostalim članovima i sekcijama, taj novoosnovani pjevački sastav od godine 2016. predano i postupno uvježbava poseban program duhovnih i folklornih pjesama te višeglasnih autorskih i klapskih obrada. Članovima društva je želja takvim programom i nazivom podsjetiti zaprešićku i širu hrvatsku glazbenu i drugu kulturnu javnost na lik i djelo znanoga hrvatskoga i svjetski poznatoga slikara Maksimilijana Vanke koji je na osebujan način vezan uz Kupljenovo, što mnogi članovi lokalne zajednice ne znaju. Članovi KUD-a pod vodstvom umjetničkog voditelja, napravili su istraživanje o Maksimilijanu Vanki, no nikada nije pouzdano utvrđeno tko su mu bili roditelji. Međutim, zna se da ga je odmah po rođenju udomila zagorska seljanka Dora Jugova, te da je svoje najranije djetinjstvo proveo i proživio u tada vrlo siromašnom zagorskom selu Kupljenovu.

Publikacije KUD-a

Uz dobro znane i priznate uspjehe kupljenskoga izvornoga folklornoga društva, tome svjedoče i razne stručne publikacije, te glazbena i medijska (radijska i televizijska) izdanja. Članovi KUD-a sudjelovali su u brojnim snimanjima tonskih zapisa, ali i televizijskim emisijama za Hrvatsku-radio televiziju. Dvije najaktivnije sekcije KUD-a, dramska sekcija i izvorna sekcija, imale su zajedno nekoliko zapaženih emisija ostvarenih u suradnji s Dramskim programom te Redakcijom pučke i predajne kulture Hrvatske televizije. Dio prethodno spomenute vrijedne i osebujne baštine zabilježio je više puta i Hrvatski radio – Uredništvo narodne glazbe Glazbenoga programa, pa su u suradnji s KUD-om ostvareni i nosači zvuka: CD i kazeta zavičajne glazbe pod nazivom “Lepo nam je, lepo, Zagorje zeleno” koji predstavlja jedini nosač zvuka s folklornom glazbom zaprešićkoga kraja. Odlične reakcije na prvi nosač zvuka rezultirale su glazbenom pričom i izdanjem drugog nosača zvuka u 2008. godini pod nazivom „Kupljenovo u srcu te nosim...". Drugi nosač zvuka je u suradnji s diskografskom agencijom Spona objavila izdavačka kuća Aquarius Records iz Zagreba (to je ujedno i prvi slučaj da takve profesionalne diskografsko-izdavačke agencije izdaju CD sa snimkama izvorne folklorne glazbe), a počinje i završava pjesmama i napjevima o zavičaju – o Kupljenovu, Zaprešiću i Hrvatskome zagorju. KUD je izdao 2012. godine i prvu knjigu pod nazivom „Kupljenski spomenar – 1. diel – Tanci i popevke" koja predstavlja folklorističko, točnije i bolje rečeno etnomuzikološko blago Kupljenova. Osnovni cilj spomenute knjige jest da se mlađim naraštajima i u budućnosti ukaže na vrijednosti i važnost očuvanja vlastite tradicijske kulture.

Iz navedene analize djelatnosti KUD-a možemo zaključiti kako su članova KUD-a vrlo aktivni i uspješni u očuvanju svoje lokalne kulture, odnosno nematerijalne kulturne baštine. Osim navedenog, svojim su se radom nametnuli kao važni dionici lokalne zajednice što je vidljivo i u dva konteksta društvenom i kulturnom. U društvenom kontekstu KUD ispunjava čovjekovu potrebu za pripadanjem određenoj zajednici ili društvu, dok je u kulturnom kontekstu istaknuta funkcija spoznaje i edukacije o vlastitoj baštini i prenošenje iste na mlađe generacije. Tome u prilog govore i navedene publikacije koje je KUD (kao skupina entuzijasta i volontera) ostvario kako bi trajno zabilježio svoju tradicijsku i lokalnu kulturu.

Zaključak

Kulturna baština zajedničko je kulturno dobro, a danas i obvezujuće nasljeđe i bogatstvo cijeloga čovječanstva. Njene posebnosti vidljive su u raznolikim vrstama i oblicima. Stoga je očuvanje i zaštita kulturne baštine, materijalne i nematerijalne, jedan od važnih (ako ne i najvažnijih!) čimbenika za prepoznavanje, (re)definiranje i naposljetku afirmaciju kulturnog identiteta u suvremenosti svake lokalne zajednice. U Republici Hrvatskoj posljednjih tridesetak godina važnu ulogu u lokalnim zajednicama čine udruge u kulturi. Udruge predstavljaju mjesta u kojima članovi zajednice mogu ispuniti svoju funkciju slobodnog vremena ali i onu važniju – ostvariti potrebu za pripadanjem određenoj zajednici ili društvu. Promatrajući baštinu kroz lokalnu kulturu možemo primijetiti da ista predstavlja temelj za očuvanje i pomicanje lokalnog baštinskog naslijeđa poput jezika, kulturnih običaja, identiteta i slično. Ona može pokrenuti niz aktivnosti u zajednici poput (Brennan et al., 2009, 2-3): oživljavanje mjesta kroz obnovu, revitalizaciju arhitektonske baštine u zajednici, organiziranje raznih kulturnih događaja poput održavanja tradicijskih kulturnih manifestacija, ponovno pokretanje tradicijskih zanata i umjetničkih vještina specifičnih za lokalnu kulturu, organiziranje kulturnih festivala, razvijanje okolišnih aspekata kulture kroz manifestacije poput žetvenih svečanosti ili način korištenja prirodnih resursa, i tome slično. Upravo navedene aktivnosti daju odgovor i na postavljeno istraživačko pitanje ovog rada. Spomenute aktivnosti mogu poslužiti kao osnova za razvoj zajednice, no prvenstveno bi trebale imati zadaću da održavaju tradiciju, odnosno način života u zajednici. Na obrađenom primjeru kulturno-umjetničkog društva „Kupljenovo“ kao aktivne udruge u kulturi u gradu Zaprešiću možemo zaključiti kako udruge u kulturi svojim radom doprinose očuvanju baštine, osobito nematerijalne. Navedeno se odnosi na uvjet da su članovi udruge, koji su ujedno i članovi zajednice, osvijestili važnost baštine te sa voljom i predanosti uče o njoj i prezentiraju je široj zajednici. Udruge u kulturi svojim radom utječu na kulturni razvoj zajednice koji bi se trebao zasnivati na autentičnim kulturnim nasljeđima. Nematerijalna kulturna baština trebala bi biti polazište za konkretne razvojne strategije kako bi se lokalne zajednice mogle prepoznati u globalizacijskim trendovima stoga je nužno prepoznati i vrednovati rad udruga u kulturi kao istinskih i altruističkih čuvara baštine.

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[i] Kupljenovo je malo selo koje je udaljeno tridesetak kilometara od grada Zagreba, a danas administrativno pripada Gradu Zaprešiću i Zagrebačkoj županiji te prema posljednjem popisu stanovništva iz 2011. godine broji 704 stanovnika.

[ii] Statut Kulturno-umjetničkog društva „Kupljenovo“ donesen je na sjednici Skupštine Kulturno-umjetničkog društva „Kupljenovo“ 14.09.2015. godine temeljem članka 13. Zakona o udrugama (”Narodne novine” broj 74/14) i predstavlja najviši normativni akt kojim se uređuje unutarnji ustroj i upravljanje u udruzi.

[iii] Ivica Ivanković, prof. rođen je 1968. godine u Zagrebu. Etnolog i folklorist; od rane mladosti bavi se istraživanjem narodne baštine te bilježenjem glazbenoga i plesnoga nasljeđa Hrvata, posebice kajkavaca. Kao pedagog, koreograf, voditelj ili stručni suradnik pomaže rad mnogih izvornih i reproduktivnih folklornih skupina u Hrvatskoj i u inozemstvu. Voditelj je gotovo svih sekcija KUD-a Kupljenovo. Član je Hrvatskoga etnološkog društva, Hrvatske glazbene unije, Stručnog savjeta za folklor Hrvatskoga sabora kulture te dugogodišnji suradnik Pasionske baštine. Od godine 1990. do 1993. bio je aktivan plesač/pjevač Ansambla LADO s kojim i danas uspješno autorski surađuje. Od travnja 1998. stalni je suradnik nekadašnje Redakcije narodne glazbe GP HRA, a danas i novinar, autor, voditelj i urednik radijskih emisija u Odjelu glazbenih sadržaja HRT-a. Uz to, radio je i radi kao producent, suautor, koscenarist ili stručni suradnik mnogobrojnih glazbenih izdanja i tv-emisija o pučkoj kulturi.

[iv] Zorica Jandras, prva predsjednica KUD-a te od njegovog osnutka do vodi dramsku družinu KUD-a te je ujedno autorica je svih dramskih tekstova.

[v] Bećar – mlađi muškarac, momak ili oženjen, koji se i nakon ženidbe ponaša kao momak

[vi] Soldat - vojnik

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THE PROSPECTS OF PHYTOREMEDIATION WITH CANNABIS SATIVA L. A REVIEW

Aleš Janžovnik https://orcid.org/0000-0002-7963-027X[1]
Richwell Alufasi https://orcid.org/0000-0002-5608-5918[2]
Tanja Bagar https://orcid.org/0000-0003-3806-300X[3]
Walter Chingwaru https://orcid.org/0000-0002-4104-9682[4]

Abstract: *The rapid population growth, urbanisation, and industrialisation as well as modern agricultural practices, have resulted in production of large volumes of various kinds of wastes that pollute the environment, especially soil. Traditional disposal of contaminated soil includes landfill and incineration. However, these techniques can be very onerous and are not effective at remediating the contaminated material. Phytoremediation is a strongly emerging technology for remediation of contaminated soil and, water, and sediment in an in-situ manner. It has been the relatively low cost of phytoremediation, when compared with that of treatments involving excavation and incineration make it a very reasonable technology. Hemp, scientifically referred to as Cannabis sativa L., is a controversial herb in all spheres of society. While the plant is praised for its therapeutic and perhaps prophylactic properties against several ailments, hemp has also found a place in bioremediation, with applications that include ridding environments of biological and chemical contaminants, particularly in wastewater and solid waste. The following account appraises the known and potential applications of hemp in environmental remediation. Studies have shown that C. sativa L. can take up and accumulate heavy metals in its tissues and showed a very high tolerance to diverse contaminants. The specific mechanisms that hemp employs in the bioremediation processes include: (i) phytoexraction, (ii) rhizofiltration, (iii) phytodegradation and (iv) phytovolatisation. Based on the novelty of applications of hemp in bioremediation, further research is urged to unravel the full potential of the plant in all spheres of environmental management.*

Keywords: *Solid waste; phytoremediation; Cannabis sativa L.; hemp; heavy metals; leachate.*

UPORABA KONOPLJE CANNABIS SATIVA L. ZA FITOREMEDIACIJO TAL: PREGLED LITERATURE

Povzetek: *Hitro rastoče prebivalstvo, urbanizacija in industrializacija ter sodobno kmetijstvo proizvajajo ogromne količine raznoraznih odpadkov, ki onesnažujejo in obremenjujejo okolje, predvsem zemljine oz. tla. Tradicionalni postopki obdelave in sanacije onesnaženih tal, kot sta odlaganje in sežig, so zelo zahtevni in neučinkoviti pri sanaciji kontaminiranega materiala oz. snovi. V ta namen znanstveniki razvijajo nove metode in postopke, ki bi bili v tem pogledu bolj učinkoviti in manj zahtevni. Fitoremediacija je ena taka metoda, ki učinkovito pomaga pri sanaciji onesnaženih tal ter vode in usedlin na »in situ« način (slov. »na kraju samem«). Še ena prednost fitoremediacijo je ta, da so stroški v primerjavi s tradicionalnim postopkom obdelave nizki. Konoplja, znanstveno imenovana Cannabis sativa L., ki po eni strani velja za zelo kontroverzno rastlino, po drugi strani pa je mednarodno priznana zaradi svojih terapevtskih in morda profilaktičnih lastnosti, ki pomagajo v boju proti številnim boleznim, je sedaj našla svoje mesto tudi v bioremediaciji z aplikacijami, ki vključujejo odstranjevanje bioloških in kemičnih onesnaževalcev iz okolja, odpadnih voda in trdnih odpadkov. Pričujoči članek obravnava že obstoječe in potencialne postopke uporabe konoplje za sanacijo okolja. Študije kažejo, da rastlinska tkiva C. sative L. absorbirajo in akumulirajo težke kovine ter da je konoplja zelo odporna na različne onesnaževalce. Posebni mehanizmi, ki jih konoplja uporablja v procesih bioremediacije, so: (i) fitoeksrakcija, (ii) rizofiltracija, (iii) fitodegradacija in (iv) fitovolatizacija. Da bi odkrili celoten potencial rastline na vseh področjih upravljanja z okoljem so potrebne nadaljnje raziskave in študije.*

Ključne besede: *trdni odpadki, fitoremediacija, Cannabis sativa L., konoplja, težke kovine, izcedne vode.*

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[1] Spatial planner, designer and director of Archi.KA Ltd, visiting professor at the master's study programme of Eco-remediations at Alma Mater Europaea, PhD candidate in Sociology at the Faculty of Applied Social Studies.
[2] Biological Sciences Department, Bindura University of Science Education, P. Bag 1020 Bindura, Zimbabwe
[3] ICANNA, Slovenia
[4] Biological Sciences Department, Bindura University of Science Education, P. Bag 1020 Bindura, Zimbabwe, ICANNA, Slovenia

Introduction

Soil pollution is a serious environmental problem, especially in highly industrialised western countries (Di et al., 2020). The rapid population growth, urbanisation and industrialisation as well as modern agricultural practices, have resulted in production of large volumes of various kinds of wastes containing both organic and inorganic compounds (Bakhshoodeh et al., 2020: Kumar et al., 2017: Singh et al., 2016). Human activities such as release of industrial effluents, municipal wastes and waste sludge is highly implicated in contamination of soil (Asad et al., 2015). In addition, mining and smelting of metalliferous ores as well as the use of pesticides and fertilizers, have reportedly resulted in contamination of large areas of land with heavy metals (Singh et al., 2016). Although some heavy metals including Fe, Mn, Zn, Cu, Mg, Mo, and Ni are necessary for plant growth, they are detrimental to the environment at high concentrations (Husain et al., 2019). The persistent nature of the heavy metals and their leaching into the environment is a serious health threat to living organisms and the environment (Citterio et al., 2003b; Asad et al., 2015; Singh et al., 2016; Kumar et al., 2017; Hussain et al., 2019). Studies have shown that heavy metals negatively affect the nervous, renal, gastrointestinal, reproductive, cardiovascular, skeletal and muscular systems of organisms (Di et al., 2020).

The rapid growth in human population and associated consumptive lifestyle have caused a significant growth in the volume of municipal solid waste (MSW) generated by communities (Bakhshoodeh et al., 2020). Globally, there is an unprecedented increase in the volume MSW and its generation is estimated to increase to 3.4 billion tons per annum in 2050 (Kaza et al., 2018). In most developing countries, landfilling is the common method for disposal of almost all the generated solid waste (Aljaradin, 2012). Percolation of precipitation through the landfills and internal biological processes generates leachate which contains a mixture of dissolved organic and inorganic compounds including heavy metals (cadmium, chromium, copper, lead, nickel and zinc) and xenobiotic compounds (Jones et al., 2006; Rosenkranz, 2013). The leachate migrate through the soil spreading the contaminants to the surrounding ecosystems (Tangahu et al., 2011). The dissolved organic and inorganic compounds are usually in very high concentrations and are a threat to the environment and human health (Husain et al., 2019; Saxena et al.,, 2019). There is therefore a need for appropriate treatment of the leachate before releasing it into the environment.

In as much as most countries, both developing and developed, prioritise management of contaminated soils, the sustainability of the remediation methods in place is a challenge. There are several remediation technologies that were developed and applied in the remediation of ecosystems contaminated with toxic wastes. Common technologies for toxic pollutant removal include stabilization/solidification, incineration, solvent extraction, soil washing, thermal treatment, chemical treatment, air sparging and verification (Kumar et al., 2017). However most of these technologies are costly, technically difficult, environmentally unsustainable and perform below expectation (Tangahu et al., 2011). For example remediation of heavy metal contaminated ecosystems using excavation and disposal to a landfill method is a matter of shifting the contamination problem to another site (Tangahu et al., 2011). There is need to develop robust technologies that are efficient, cost effective, technically easy and environmentally sustainable for the remediation of contaminated environments such as phytoremediation.

Phytoremediation, a technology which uses plants and their associated rhizospheric microorganisms to remove, degrade, or immobilize various contaminants from polluted soils (Marques et al., 2009), has emerged as promising alternative measure for remediation of contaminated soils. The technology uses naturally occurring processes involving plants and their microbial rhizosphere organisms to sequester, degrade or immobilize or detoxify pollutants in the remediation of contaminated soils (Marques et al., 2009; Rosenkranz, 2013; Gomes, 2012; Kumar et al., 2017). The technology is cost effective and environmentally friendly and has gained environmentalists interest as a sustainable approach for eradicating toxic soil contaminants (Tangahu et al., 2011; Kumar et al., 2017; Husain et al., 2019). Several studies investigated the potential of various plants to remove toxic substances from contaminated soils. Several the studied plants have displayed potential for application in phytoremediation (Husain et al., 2019) with more than 400 species being able to absorb and accumulate metals (Asad et al., 2015). In addition, a wide range of pollutants like inorganic chemicals including heavy metals and metalloids, many organic substances including persistent organic pollutants and radioactive materials have reportedly been removed by plants from contaminated environments (Pandey et al., 2016, Yao, 2017, Vaverkova et al., 2017). However there are disadvantages in the use of plants in remediation as the process quite slow and usually takes several years (Shi & Cai, 2009) due to low biomass and root penetration depth of selected plants, in some cases (Citterio et al., 2003b). Nevertheless, studies reported in recent years have focused on studying the phytoextraction capabilities of species with a high production capacity which could compensate for the lower accumulation levels through higher biomass production (Di et al., 2020). Researchers have shown great interest in Cannabis sativa L. and several studies have investigated its ecoremediation potential (Citterio et al., 2003b; Citterio et al. 2005; Hussain et al., 2019; Galić et al., 2019; Di et al., 2020).

Hemp/marijuana, scientifically referred to as Cannabis sativa L., is a controversial plant in all spheres of society that has been cultivated for over 6000 years (Vaverkova et al., 2017). While the plant is praised for its known and novel therapeutic and perhaps prophylactic properties against several ailments, including cancer, lupus, asthma, rheumatoid arthritis, depression, and hypertension (Piluzza et al., 2013; Caffarel et al. (2012), the herb has gained interest for its psychoactive properties, hence a major drug of (ab)use. Cannabis sativa L. has proved to be a major source of materials of industrial importance, as a source of seed oil, industrial fibre (Musio, Müssig, & Amaducci, 2018), livestock feed, food as well as for recreation, religious and spiritual practices (Kumar et al., 2017), paper-making, cosmetics, personal care and pharmaceutical product manufacturing (Vaverkova et al., 2017) and lately the plant has found a place in the field of environmental protection. Of interest in the field of environmental protection, is the use of hemp in bioremediation, with applications that include ridding environments of organic and inorganic contaminants. Interestingly the plant has a rapid growth. high biomass production, extensive and deep root system, short growing cycle, decreased need for pesticides, high tolerance to drought and heavy metal stress as well as high metals accumulating capability which makes it an ideal candidate for phytoremediation studies (Ahmad et al., 2015; Husain et al., 2019;Pietrini *et al*., 2019; Di et al., 2020). Against this background, we evaluate organic and inorganic contaminant removal of Cannabis sativa L. and its potential application in bioremediation of sites contaminated with toxic or hazardous anthropogenic wastes.

Cannabis sativa L. and remediation of heavy metal contaminated soils

Pollution of the environment with heavy metals has dramatically accelerated during the last century (Barazani et al., 2004; Di et al., 2020) as humans began to engage in mining, smelting, manufacturing and disposal of municipal waste (Ayers, 1992). Soil contamination by heavy metals is a major problem to the world today (Ahmad et al., 2015). Heavy metals are known to persist in the environment since they are not chemically or biologically degradable (Barazani et al., 2004; Marques et al., 2009). Several studies have explored the use of C. sativa L. in the remediation of heavy metal contaminated soils. Uptake and accumulation of a variety of heavy metals including nickel (Ni), lead (Pb), cadmium (Cd), zinc (Zn), copper (Cu) and chromium (Cr) in hemp tissues have been reported (Linger et al., 2002; Kos et al., 2003; Piotrowsk-Cyplik and Czarnecki, 2003; Tlustoš et al., 2006; Ahmad et al., 2015; Linger et al*.,* 2005). A study by Linger et al., (2002), in Germany, examined the capability of C. sativa L. to decontaminate heavy metal polluted soils. Field based experiments using soil polluted with sewage sludge containing Cd, Ni and Pb revealed that hemp can indeed take up the heavy metals and distribute them throughout the tissues (seeds, leaves, fibres and hurds).

With regards to Cd, Linger et al., (2002) reported that C. cannabis L. extracted approximately 120 g per hectare (ha) over a period of 3-4 months. The concentration of these metals differed between tissues and the highest concentration was recovered in leaves. However, in another study, Linger et al., (2005), using pot experiments in a greenhouse, to investigate phytoextraction of Cd by C. sativa L*.,* revealed that the roots accumulated the highest Cd concentrations, reaching a maximum of 830 $mgkg^{-1}$ dry mass after 24 days with stems and leaves accumulating up to 87 and 68 $mgkg^{-1}$, respectively. A similar study was conducted by Ahmad et al., (2015) in Pakistan, focusing on phytoextraction of Cu, Cd and Ni by hemp growing on heavy metal contaminated soil. Heavy metals accumulation rates of 1530 mg kg^{-1} Cu, 151 mg kg^{-1} Cd and 123 mg kg^{-1} Ni were recorded, making the plant a suitable candidate for remediation of soils contaminated with these metals. For each heavy metal, the concentration recovered from tissues differed and Clitterio et al., (2003b) reveals that, the order of accumulation by Cannabis sativa L. is Cd>Ni>Cr. Contrary to the findings by Clittero et al., (2003b), a recent field study, at Mazovian Agricultural Advisory Centre in Poland, concentration of heavy metal accumulation by hemp was highest for Fe followed by Mn, Zn, Cr, Cu, Ni, and then Cd (Under & Conditions, 2020). Over all, some concentrations of heavy metals recovered from the tissues of hemp reported, qualify the plant for hyperaccumulation (Under & Conditions, 2020). More investigations are required as there are reports to the contrary. However, studies have demonstrated that hemp meets the criterion of a phytoextractor related to the heavy metal transfer from root to shoot.

The distribution of heavy metals within C. sativa L. tissues are contradictory. A field study by Angelova et al., (2004) showed that heavy metals distribution along the plant axis is selective and the contents in hemp decreased in the following order: roots > stems > leaves > seeds. These findings are consistent with results by Ahmad et al., (2015). Shi et al., (2012) used pot tests to investigate Cd accumulation potential of eighteen hemp cultivars under greenhouse conditions at Huaibei Normal University in China. Cadmium accumulation rates and distribution in root and shoot tissues of the plant were shown to be significantly different ($p < 0.001$). Hemp roots were shown to accumulate high Cd concentrations (217–481 mg kg^{-1}) compared to the shoots (11.4–24.9 mg kg^{-1}). This trend was also observed for the removal of radioactive materials from the environment by C, sativa L. A study by Hoseini et al., (2012) in Tehran, Iran, confirms that roots absorb the highest concentrations of strontium with 45% absorbed by the roots, 40% by the stem, and 15% by the leaves. This is in contrast to earlier reports by Linger et al., (2002) that high concentrations of Cd accumulate in leaves. It is however advantageous for heavy metals to be highly concentrated in the above ground tissues as harvesting of these parts ensure removal of the contaminants from the environment.

Regardless of the discrepancies in the distribution of heavy metal within the C. sativa L*.,* tissues, the plant have generally shown tolerance to heavily polluted soils (Shi & Cai, 2009; Shi et al., 2012). Tolerance of the plant to heavy metals depends on the species ability to activate molecular mechanisms, for example metal sequestration in the cell wall and/or in vacuoles (Citterio et al., 2003b). This is based on genetic, morphological, physiological and anatomical characteristics of the plant (Galić et al., 2019). Although Linger et al.,

(2002) reported that increasing concentrations of metals in soils leads to increased translocation from roots to leaves and shoots of hemp plants, Tlustoš et al., (2006) observed that increasing the concentration of heavy metals in soil increases plant growth inhibition due to element toxicity. However C. sativa L. roots demonstrated a strong resistance to heavy metals as well as hyperaccumulator like potential (more than 100 mg/kg Cd in dry tissue) (Girdhar & Raj, 2014). In 2005 Linger et al., (2005) investigated the effects of different cadmium concentrations on *C. sativa* L. growth (i.e. on roots, stem and leaves) and on photosynthesis. Study reports high tolerance to cadmium (>800 mg of Cd kg^{-1}(d.m)) of roots and no major effect on C. sativa L. growth. However, Cd concentrations of 50-100 $mgkg^{-1}$(d.m) adversely effected the viability and vitality of leaves and stems. The high Cd concentration affected chlorophyll synthesis as well the photosynthesis machinery lowering overall plant productivity (Linger et al., 2005). Plants grown in soil with high Cd concentration (71.7 ± 8.2 mg (Cd) kg-1(soil), showed very strong growth inhibition, necrosis and most plants survived for 4 to 5 weeks post sowing. However, pot experiments conducted by Shu et al., (2012) observed that most hemp cultivars except USO-31, Shenyang, Shengmu, and Yangcheng, could tolerate 25 mg Cd kg^{-1} soil stress and therefore can be cultivated in Cd contaminated soils. Generally, results reported by Di *et al.,* (2020) confirm that soil heavy metal concentrations do not significantly interfere with hemp growth. This further confirms the suitability of the various cultivars suitable for phytoremediation of heavy metal contaminated soils.

The high tolerance of hemp to heavy metals reported could be attributable to presence of heavy metal genes (*GSR* and *PLDα*) (Citterio et al., 2003b; Ahmad et al., 2015). A study by Linger (2005) showed that hemp is a Cd-tolerant plant, with strong resistant roots and is capable of long-term acclimation. Hemp plants activate mechanisms that prevent damage such as production of gluthatione and phytochelatins which inactivate excess of absorbed metals (Citterio et al., 2003b). Phytochelatins, synthesised in the cytosol, are involved in the formation of ligand complexes with metals which are then sequestered into vacuoles (Girdhar & Raj, 2014). With regards to Cd, Angelova et al., (2004) found that that some genotypes respond sensitively to Cd changes in the soil, with increased Cd concentration in soil causing its increased transport from roots to above-grounds plant parts. This mechanism ensures that more Cd can be taken up from the soil.

Use of hemp in remediation of landfill leachate

Landfills are considered a convenient and cost-effective method for solid waste management in many countries across the globe. Of note is the fact that solid waste materials in a landfill undergo physical, chemical, and biological transformation which produces leachates (Zloch et al., 2017). The leachate, which is a major source of pollution, commonly contains large amounts of organic matter, ammonium, heavy metals, and chlorinated organic and inorganic salts, which in turn are a major threat to soils and water sources in the vicinity of the landfill (Vaverková1 *et al*., 2017).

Hemp have reportedly been used in the treatment of landfill leachate. Studies indicates that leachate can induce both positive and negative responses in the plants (Mor et al., 2013). In 2017, Vaverkova et al., (2017), evaluated the potential of C. sativa L. for toxicity removal from landfill leachate. Laboratory based hydroponic experiments were carried out using raw leachate collected from the pond of untreated leachate at a sanitary landfill in Czech Republic to investigate effects of different concentrations of leachate on seed germination and seedling growth of three hemp cultivars. Study results indicate that leachate can severely inhibit plant growth particularly concentrations greater than 90%. However, leachate concentrations lower than 25% stimulated growth. Furthermore, the response to leachate toxicity differed. The toxic effect of leachate on plants depends on several factors including the plant species and the composition of the leachate. Leachate contains a wide range of inorganic and xenobiotic organic (XOCs) compounds like hydrophobic, volatile, aromatic, and aliphatic organic substances, (Vaverkova et al., (2017). No studies to show the toxicity of the individual components on hemp plants were found.

A recent field-based study by Zloch et al., 2017 investigated reaction of two C. sativa L. varieties (Bialobrzeskie and Monoicaon) to leachate irrigations. Comparisons were made in terms of growth between plants that were irrigated with leachate and those with rainwater, the controls. Study results indicate that Bialobrzeskie and Monoicaon varieties watered with rainwater grew 26% and 34% taller on average respectively, than plants watered with leachate. This result supports earlier results by Vaverkova et al., (2017) indicating that leachate inhibit growth of C. sativa L. However, growth inhibition and or toxicity may not be the same in seeds, seedling and older plants. Further investigations are therefore necessary on the toxicity of leachate on hemp plants, that is, in terms which cultivar can tolerate leachate toxicity and toxic substance removal from leachate. Although results indicate high levels of inhibition to growth of hemp, other studies conducted revealed that it can accumulate a considerable amount of heavy metals making it a good candidate for remediation.

Several studies explored the potential use of various plants in environmental protection through phytoremediation. Indications are that plants can be used sustainably to decontaminate polluted environments.

Mechanisms for Heavy Metal Removal

Heavy metal uptake and accumulation capabilities of plants cannot be explained by passive ion uptake and the metal tolerance genes only. There are many more mechanisms involved in phytoremediation including, phytoextraction, phytovolatization, rhizofiltration, and phytodegradation (Jones et al., 2006; Rosenkranz, 2013; Girdhar & Raj, 2014). Plants uses phytoextraction, a process of extraction of pollutants from the soil and accumulation in the plant tissue, to remove metals from the environment (Rosenkranz, 2013). The metals enter the roots either by following the apoplastic pathway or symplastic pathway. However, the uptake and accumulation of metals is influenced by several factors.

Soil factors, including pH, soil organic matter content, redox potential, clay content, cation exchange capacity, nutrient balance, concentrations of other trace elements in soil, soil moisture and soil temperature influence phytoextraction in plants (Galić, , 2019; Di et al., 2020). Soil pH affect mobility and bioavailabilty of metals in the soil solution (Husain et al., 2019). Study by Pietrini et al., (2019) on metal absorption by hemp showed that alkaline conditions negatively affected the mobility and bioavailability of metals thereby reducing their uptake. Suitable pH is therefore critical, for example most heavy metals, including Cd, Cr, Cu, Ni, Pb, and Zn, reportedly become more bioavailable under acidic soil conditions (Galić et al., 2019).

Besides pH, heavy metal removal from the soil is reportedly enhanced by biodegradable chelating agents that increase bioavailability of metal elements (Malhotra et al., 2014). A study conducted by Kos et al., (2003) in Slovenia investigated the effects of chelates ethylenediamine-tetracetic acid (EDTA) and ethylenediamine-disuccinic acid (EDDS) on phytoextraction of Pb, Zn and Cd by fourteen plant species. EDDS significantly improved phytoextration in C. sativa L. but was generally less effective in other tested plants. In the case of Pb, phytoextraction potential 26.3 kg/ha were recorded for C. sativa L., which was much higher than 126 g/ha as reported by Linger et al., (2002). This improves the prospects of hemp as a remediation agent. Further investigations are needed on this aspect to improve phytoextraction of heavy metals even in the management of solid waste and wastewater.

Conclusion

Phytoremediation is fast developing field and metals uptake by plants seems to be an economic and sustainable way to remediate contaminated environment. Evidence from the studies above indicates that C. sativa L. (hemp) can tolerate heavy metals thus can grow in heavy metal contaminated soils removing metal contaminants from soils and landfill leachate. The improved uptake of metals due to application of chelating agents and the presence of metal tolerance genes affirms the suitability of this plant species for phytoremediation. Furthermore, hemp can accumulate significant amounts of heavy metals in its tissues due to its high biomass productivity and deep roots. This makes it a good candidate for phytoremediation. Although little research has been done in the application of phytoremediation of landfill leachate, the potential of hemp in cleaning up contaminants from leachate is promising. Based on the novelty of applications of hemp in bioremediation, further research is urged to unravel the full potential of the plant in all spheres of environmental management.

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PREMISES AND OTHER CONDITIONS FOR QUALITY AGING IN THE CASE OF SLOVENIAN POPULATION OLDER THAN 65 YEARS - TEST STUDY

Aleš Janžovnik https://orcid.org/0000-0002-7963-027X[1]

Abstract: *With an advanced society people are living longer. According to the United Nations, average age of the world's population is approaching 70 years. Extending the lifespan entails different problems. A rigid system of elderly care, lack of adequate staff, inadequate funding for different institutions related to the care of the elderly, influencing the need for quality of care, which in turn leads to conditions that do not support stable aging. An additional problem is the lack or suitable rooms and very long queues. To solve this problem, urgent and comprehensive solution need to be found. The new solutions need to be inventive and suitable to the period we live in.*

Related to the aging problem this research first seeks to verify the extent to which the written findings of already conducted research apply to the elderly population in Slovenia. In doing so, we are primarily interested in the extent to which these results can be applied to our environment and our population over the age of 65, considering the specifics of our social and social environment. The findings of the research will serve as a starting point for the development of new proposals for models of care, nursing, and care for the elderly. To solve the existing problems in the field of care, nursing and protection, the problem must be solved comprehensively. New proposals for models of nursing and care for the elderly should be urgently addressing:

a) *The field of social policy and care planning.*
b) *The field of spatial and urban planning in the placement of retirement homes in space.*
c) *Field of building construction (modular construction, smart buildings, etc.).*
d) *The field of new concepts of living (age is wisdom, old but active, old but useful, etc.).*
e) *The field of financing the care of the elderly (fair pay, competitive prices, etc.).*
f) *The area of organization and responsibility in the management of care, nursing, and protection.*

The above findings and guidelines of this research are good starting point for designing new models of care. Given the situation in our country, 3 new models are proving to be potentially interesting and feasible, which will be presented on another occasion. All the above solve the current problem of long-term care and represent a good alternative to today's models of care for the elderly.

Keywords: *models, elderly, care.*

KAKO BIVALNI PROSTORI IN OSTALE RAZMERE VPLIVAJO NA KVALITETNO STARANJE SLOVENSKE POPULACIJE STAREJŠE OD 65 LET: TESTNA ŠTUDIJA

Povzetek: *Z napredovanjem družbe se podaljšuje tudi življenjska doba ljudi. Po podatkih Združenih narodov se povprečna starost svetovnega prebivalstva približuje 70 letom. Podaljšanje življenjske dobe pa prinaša tudi različne izzive. Tog sistem oskrbe starejših, pomanjkanje ustreznega kadra, nezadostno financiranje različnih institucij, povezanih z oskrbo starejših itd., vse to zmanjšuje in slabša kvaliteto oskrbe starejših ter posledično vodi v razmere, ki ne omogočajo kvalitetnega in varnega staranja. Dodaten problem pri oskrbi starejših predstavljata pomanjkanje primernih bivalnih prostorov in zelo dolge čakalne vrste. Da bi te težave odpravili, je potrebno poiskati celovite rešitve, ki bodo prilagojene času, v katerem živimo.*

Cilj raziskave je preveriti, v kolikšni meri ugotovitve iz obstoječih raziskav držijo za starejšo populacijo v Sloveniji. Pri tem nas zanima predvsem, v kolikšni meri je te rezultate mogoče aplicirati na naše okolje in naše prebivalstvo, tj. osebe starejše od 65 let, glede na posebnosti našega družbenega okolja. Ugotovitve raziskave služijo kot izhodišče za razvoj novih predlogov modelov oskrbe, zdravstvene nege in oskrbe starejših. Pri reševanje obstoječih problemov na področju nege, zdravstvene nege in varstva je potreben celovit pristop. Področja, ki jih morajo novi predlogi modelov zdravstvene nege in oskrbe starejših nujno obravnavati so:

a) *Področje socialne politike in načrtovanja oskrbe.*
b) *Področje prostorskega in urbanističnega načrtovanja pri umeščanju domov upokojencev v prostor.*
c) *Področje gradnje stavb (modularna gradnja, pametne zgradbe itd.).*
d) *Področje novih konceptov življenja (starost je modrost, stara, a aktivna, stara, a koristna itd.).*
e) *Področje financiranja oskrbe starejših (pravično plačilo, konkurenčne cene ipd.).*
f) *Področje organiziranosti in odgovornosti pri vodenju oskrbe, zdravstvene nege in varstva.*

Zgornje ugotovitve in smernice so dobro izhodišče za oblikovanje novih modelov oskrbe. Glede na razmere pri nas se za potencialno zanimive in izvedljive izkažejo 3 novi modeli, ki pa jih bomo predstavili ob kakšni drugi priložnosti. Vse našteto naslavlja in rešuje aktualni problem dolgotrajne oskrbe in predstavlja dobro alternativo današnjim modelom oskrbe starejših.

Ključne besede: *modeli, starejši, oskrba starejših.*

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[1] Spatial planner, designer and director of Archi.KA Ltd, visiting professor at the Master's study programme of Eco-remediations at Alma Mater Europaea, PhD candidate in Sociology at the Faculty of Applied Social Studies.

Starting point of the research

With advanced societies and economic development, the life expectancy of the population has greatly increased. Life expectancy increased rapidly from the Renaissance onwards. Estimates say that in the run-up to the Industrial Revolution, life expectancy was around 30 years in all regions of the world (UN, 2015). In the early 19th century, life expectancy began to increase in the early industrialized countries, but remained low in the rest of the world, leading to very large inequalities in the distribution of health around the world. As Roser writes, in recent decades, with globalization and the economic development of a developing country, global inequality has diminished. In the world, the average life expectancy has more than doubled since 1900 and is now about 70 years. According to United Nations statistics from 2016, the average life expectancy in highly developed and economically advanced countries in Western Europe and in Canada, Australia, New Zealand, and Japan was around 82 years. In other European Union countries, in the US and economically the fast-growing countries of Europe like Turkey, in Arab counties (United Arab Emirates and as such), in counties in Asia (China, Thailand …) and Latin America (Brazil, Chile …) average life expectancy was around 76 years. In Russia, the countries of the former Russian Federation, Peru, Venezuela, Colombia, Libya, Egypt, Saudi Arabia and other economically similarly developed countries, the average life expectancy was around 71 years, in developing third world countries, including India, Pakistan, Indonesia, Kenya, Ethiopia and others around 65 years, and in other underdeveloped countries around 60 years (UN, 2015). Currently, no country in the world has a lower life expectancy than the countries with the highest life expectancy in 1800 (Roser, 2019).

Doubled life expectancy also entails certain problems and difficulties. Globalization and a different way of life have also completely changed our view of life, aging, social relations and other things around us. The fast pace of life and the modern way of functioning of society in conjunction with great competition and the desire to succeed in the global market, have led to children no longer having time to take care of their parents. The basic cell of society, the traditional family as we knew it in the past, has disintegrated. There are almost no families where 3 or even 4 generations would live under one roof, coexist, and help each other intergenerationally. Because children are unable or unwilling to care for their parents or grandparents, they are forced to go to retirement homes or other similar institutions, which in many cases are only institutions that prepare the elderly, especially the disabled and seriously ill for death (Kenda et al., 2018). There are several reasons for this. One of the main ones is certainly the institutional organization of most institutions for the care of the elderly. The rigidity of the system, the lack of adequate and qualified staff and the unsatisfactory financing of institutions in charge of the care of the elderly mainly affect the quality of the provision of care, nursing, and care services for the elderly. The lack of time that would be needed to treat an individual client and the non-stimulating work environment, due to the current situation in retirement and nursing homes and all other similar institutionalized institutions (Bitanc, 2017) leads to apathy of employees, which affects the quality of service and well-being of protégés.

An extensive study conducted in the United Kingdom (Fahey et al., 2003) also found that the services provided by retirement and nursing homes are generally poor. By observing a control group of residents in old people's homes, medical care showed that medical care for the elderly was poor, old people’s homes were inadequate and ineffective, and that in many cases the drugs prescribed were not properly dosed. Moreover, the same study found that in many cases, protégés were prescribed unhealthy drugs, mainly because in very many cases, the health status of the protégés was very poorly controlled. This is especially true for patients with chronic diseases. The study included 65-year-old individuals, of whom 172 individuals lived in nursing homes (study group) and 527 individuals lived in their own home (control group).

A comparative study conducted in Brazil showed very similar results (Teston-Ferraz, Marcon, 2014). The latter compared a group of 50 individuals who received care and nursing at home with 173 individuals who lived in nursing homes. In addition, the Brazilian study showed that at the same or similar level of care, nursing and care, the well-being of residents who received help in their own home was significantly better than those who lived in homes for the elderly. The study showed that the quality of life of senior citizens is influenced by many factors (level of care, environment, social inclusion …), and at the same time confirmed that the place of residence has a significant impact on the well-being and mental health of senior citizens.

A very similar conclusion was reached by a comparative study conducted in India (Amonkar et al., 2018). The study, which looked at the lives of 180 individuals over the age of 60, with 60 individuals living in nursing homes and the remaining 120 individuals in a home environment, found that individuals who spend their old age in a home environment are surrounded by relatives and embedded in a familiar social environment, regardless of age, gender, and socioeconomic status, show significantly fewer signs of depression than individuals aging in nursing homes.

The importance of the relationship to the social environment for quality of life in old age has also been shown by an extensive study conducted in New Zealand (Wiles et al., 2008). Over a period of several years, it studied 83 individuals from different backgrounds and found that most senior citizens associate and positively assess quality of life with the level of social contacts and integration into the local environment, independence, their health, and their social and economic status. In doing so, the quality of life, regardless of social environment and cultural differences, is very significantly influenced by adaptation to change and resilience to health problems. As the study showed, both are much greater if the individual maintains social contacts in the local environment in which he or she lives for as long as possible. That the environment in which an individual ages is very important was shown by another New Zealand study, which dealt mainly with the question “What is the ideal environment for aging?” (Wiles et al. 2013). The study involved 121 individuals aged between 56 and 92 years. The study showed that older people primarily want choices about where, how and in what way they want to age. “On-site care”, “Aging in place” as the authors of the study call it, has proven to be a very suitable alternative to other forms of aging, as aging in the home environment evokes in individuals a sense of greater attachment and connection to the social environment, a sense of security and greater homeliness. Aging in this way is also related to the feeling of one's own identity and belonging to the environment, especially through the individual's independence and the role that individuals play in the environment in which they live. The quality of life in old age is therefore more influenced by other factors than the health condition of an individual, which is further confirmed by a British study (Netuveli et al., 2008), which finds that both aging and deteriorating health of an individual have no effect on quality of the lives of the elderly, if this individual could maintain an active role in the environment in which he or she lives for as long as possible.

That aging, illness, disease-related immobility, and disability do not have a significant impact on perceptions of quality of life was also shown by a study published in the journal Issues and Mental Health Nursing (Guse, Masesar, 2009). This showed that for people who have been in long-term care in nursing homes, interaction with family and friends, as well as sports activities, spending free time in nature and mutual help are important for a quality life. Successful aging and its positive perception are thus closely linked to the environment in which the individual lives and the social network in which the individual is involved in his or her last period of life. The same conclusions were reached by researchers in New Jersey, who asked 53 residents of nursing homes what is key to quality aging (Ferri, James, Pruchano, 2009). Older people believe that physical activity, physical well-being, the level of social relations and perceptions of the perception of aging or mental health are important for quality aging. Successful aging has been shown to be positively associated with social support, life satisfaction, and subjective health. This was also confirmed by a study involving 18 senior citizens to determine the perception of observers of what is successful aging, or to determine the role of learning in the process of adapting to age-related changes (Duay, Bryan, 2006). The study showed that successful aging is positively influenced mainly by mutual and intergenerational cooperation, regular maintenance of physical and mental health of individuals, which is mostly related to sports activities of senior citizens and financial stability. This fact is not negligible. Paul and Margret Betles (1990) in their publication “Psychological Perspectives on Success: A Selective Compensation Optimization Model” argue that successful aging is a lifelong process of maximizing profits and reducing losses of three processes: choice, optimization of choice and appropriate compensation for choice. As the author of the article points out, summarizing the thesis (Freund, 2008), a person's entire life, in addition to securing offspring, is directed towards the goal of ensuring maximum financial security and independence in old age. This was also confirmed by an extensive qualitative study involving 207 people aged 65–72 who were asked how to achieve successful aging (Nimrod, Ben-Shem, 2015). The results showed that the elderly estimate that successful aging is a positive result of the resources obtained and the effort invested throughout the entire life cycle. Successful aging is a lifelong process that begins with early investment in adulthood, continues to maintain the continuity that happens in old age with changes and certain losses (retirement), and ends with various strategies for emotional management of the new condition. Individuals who have secured adequate financial stability in the run-up to retirement have been shown to be significantly more receptive to aging and the difficulties associated with it. Such individuals also live a much better quality of life in old age. The comparison between the average gross monthly pension of a Slovenian pensioner, which according to the Pension and Disability Insurance Institute (ZPIZ, 2019) amounts to just under €620, and the average cost of accommodation in retirement and nursery homes, which according to the cekin.si web portal (Cekin, 2020) in 2019 were in average €705, is in Slovenia the average person in care cannot live a quality life.

The situation is very similar elsewhere in the world. As noted in one article in a study conducted per 100 individuals and published in the prestigious International Journal for Policy and Reaserch (Deeming, Keen, 2002), it showed that today, middle- and lower-income retirees have significant difficulties in paying for their care, nursing, and care services in old people's homes. The same study found that they can only afford basic services. The survey points out that the situation in this area will be significantly worse in the future and that most respondents underestimate their pension income and do not understand how long-term care is financed. Most of those surveyed believe that long-term care should be paid for by the state. Similar findings were made at the International Labor Department in Geneva (Scheil-Adlung, Bonan, 2012), where they found that caring for the elderly posed a very large financial burden, which insurance companies cover only a small portion. This poses a serious threat to the financial sustainability of the protégé and his family, so many homes for the elderly cannot afford it. Because such individuals in most cases decide to live alone, other risks may increase - isolation, insufficient control, etc. The study thus finds that in most European countries they face an inadequate and insufficient level of services, which is mainly due to the lack of appropriate and competent staff. At the same time, the authors of the article points out that the elimination of inequalities in access to care, nursing and care for the elderly and health services requires above all an integrated political approach within the broader social protection system. According to them, increasing the national level of social protection can reduce the social and economic vulnerability of the elderly. In addition, such a policy should ensure access to appropriate services, which should be designed to focus on adequate social support and financial protection for older people in a way that addresses inequalities.

All this indicates that institutional forms of assistance are not the optimal model of care, nursing, and care for the elderly, and that these forms do not provide the elderly with a quality life. If we consider the fact that in most homes for the elderly there is a great lack of space and a lack of beds, according to the Community of Social Institutions of Slovenia, 8,087 people are currently waiting for a free bed in a public or private home for the elderly or other similar institutions (SSZS, 2019). The waiting periods are from three months to several years (Huč-Uršič, 2015), so the question arises whether there are alternatives to existing models of care, nursing, and care for the elderly. If we also consider the sad statistics of deaths as a result of COVID-19 infections, which were the highest among the residents of nursing homes not only in Slovenia but also in other European countries, it is clear that the issues of long-term nursing and care for the elderly must be addressed with a quite different approach. Moreover, the mental stresses experienced by the elderly during isolation are not humanly worthy and are, in the light of future possible outbreaks of infectious diseases, something we must avoid by properly organizing and running nursing homes. As it turned out, many deaths in nursing homes were related to improper crisis management.

We must not forget the fact that majority of older people have the idea that entering a home for the elderly is an inevitable part of life that every elderly person must face in their last period of life. Survey responses of 250 residents of various nursing homes in the United States (Biederhan, Normoyle, 1991) showed that compared to the issue of entry into the home itself, issues related to the level and quality of care, nursing and care and the cost of services are completely irrelevant. Entering the home for everyone means a significant change in lifestyle, but also a change in his status. Upon entering the home, the individual becomes hierarchically equal to all other protégés, which destroys the individual's existing social concept. The fear of entering a home can in some cases be so great that it significantly affects the overall experience of oneself, which can lead to a deterioration of the psychological state and consequently also to the quality of life of the individual facing this fear. However, this fear can also lead to apathy and, consequently, to the individual losing the will to live. This raises the question of whether entering a home is really an inevitable part of a person’s life, and whether it can be avoided. The question also arises as to whether there are alternative forms of care, nursing and care for the elderly that will not be based on the dehumanization of the individual. As can be seen from the studies and research, the possibilities therefore certainly exist, but of course we must not forget why care, nursing and care for the elderly is necessary and what it is intended for. This is not only about creating the right conditions for good aging and the associated quality of life, but also about providing a sense of personal security (from fears associated with aging - accidents, illnesses, dying).

Considering the results of research, as an alternative to institutional forms of care, nursing and care for the elderly, home care in the home social environment is offered, which, like various forms of institutional care, has its drawbacks. In my opinion, its main drawback is that home help is also organized in an overly institutional way, which makes it quite rigid and inefficient. It is therefore more or less a solution that seeks to alleviate the problem of lack of adequate capacity, rather than a solution that would provide an adequate level of care, nursing, and care for the elderly. In addition to the above, home care has another key problem. Unlike nursing homes, not all forms of home care provide adequate care 24 hours a day, 7 days a week. To enable this type of service every day of the year, a completely different model of care, nursing and care for the elderly should be developed. This raises the key issue of providing adequate, trustworthy, professional and competent staff and an appropriate organizational model that would be able to provide a comprehensive level of care at the appropriate quality level and at an appropriate price that can be afforded by individuals with lower and middle income. However, other issues remain open. Older people are one of the most vulnerable groups in our society. Precisely for this reason, older individuals can be quick targets of various abuses and attacks. A study conducted years ago by the Australian Institute of Criminology (Pinkerton-James et al., 1992) found that a person over the age of 65 is less likely to be a victim of crime than such a victim persons, but this does not mean that older people are not victims of various crimes. Statistics show that the crimes in which the elderly are involved as victims are on the rise. The results of a study by the Australian Institute show that the elderly are in most cases victims of assault, abuse and neglect. As research has shown, attacks most often manifest themselves in the form of robberies, thefts, both on the streets and in their own homes. The latter are common especially in cases where the elderly live alone. Abuses of the elderly are most often manifested in the form of psychological, physical or economic violence, the latter being mainly reflected in the underestimation of the elderly and consequently in unequal conditions regarding loans, purchase of real estate, movable property and various financial frauds. It is these facts that arouse fear in the elderly. Fear of being a victim of violence, intimidation, harassment, and fear of having their own property, which they associate closely with their own independence. There is also a strong fear among the elderly that they will be forgotten and excluded from the social environment (Pinkerton-James et al., 1992).

With age, the organism also declines, which also leads to many health problems. In addition to fear of collapse, cardiac arrest, and other health problems, fear of falls and related injuries is also one of the greatest fears of the elderly (Pinkerton-James et al., 1992). To ensure the best and most dignified life for older people outside the existing institutional framework, to address issues related to older people's fears and to ensure a safe environment in which older people receive quality care every day of the year when they need it, different forms need to be found regarding care, nursing, and protection. One of the potential possible solutions is offered by modern technologies and modern communication channels. With technology, care and protection of the elderly at home can be provided in the home environment in several ways (Ruggiero, Sacile, Giancomini, 1999). With various technological solutions it is possible to passively monitor all events in one's own home (apartment or house). With the help of devices and sensors we can actively measure individual parameters of the living environment (temperature, humidity …), as well as individual parameters and vital signs of an individual heart rate, respiration, level of agitation …). Ruggiero emphasizes that all technological solutions must be such that they are easy for users to use and that they are acceptable to both medical staff and users. The latter means that the technological device must be designed to perform the specific function for which it was designed, while allowing a third party (doctor) to monitor the operation of the device and the condition of the user. It is therefore important that the devices are safe, easy to use and operate, reliable and affordable. It is also essential that these do not replace man. According to the author, the introduction of a home care system requires significant changes in the organization of care, nursing, and care for the elderly, as the introduction of this technology is not just about data transfer. The data obtained at a distance must be analysed, interpreted appropriately and, in accordance with the interpretation of the data, also reacted appropriately when a discrepancy is found to occur. According to the author, the most important aspects of home care are appropriate organization of care and training, coordination and management of staff and their competencies (Mayer et al. 2001), maintaining and improving the quality of care, improving the quality of life of the elderly and continuous technology development. Technology is currently one of the fastest growing areas of healthcare.

Although many older people are afraid of modern technology due to their ignorance, this cannot be a reason not to use it, as modern technology can make life much easier for the elderly. This is confirmed by numerous studies. A pilot study conducted by a team of scientists from the University of Pennsylvania (Demiris, Hensel, 2009) showed that older people can benefit from the use of modern technology, especially when it comes to call-to-call technology, the panic button, monitoring and prevention of falls due to nausea, dizziness or heart attack and control of various vital body parameters (heart rate, body temperature …). Most of the 15 participants had a positive attitude towards the devices and sensors that were installed in their apartments as they improved their sense of security. In connection with the smart house-the elderly, today there is already a considerable range of equipment and applications that can improve the quality of life of individuals who have decided to spend the last period of their lives in the comfort of their house or apartment. As Demiris (2013) states in his second article, quite a few projects are underway around the world to upgrade apartments and houses into smart living spaces for the needs of the elderly. Most of the projects are related to the monitoring of bodily functions, followed by safety monitoring projects, projects for psychological monitoring, projects to support motor and sensory functions, and projects to increase social interaction and connection with the social environment. All other projects are less numerous. The author notes that the development of technology is on the rise, and that more and more devices and applications for smartphones and tablets are also appearing on the market. At the same time, the author points out that many technical and technological issues are open to the field of technology, and that we must be very predictable when introducing such technologies. Namely, the mentioned technology strongly interferes in the private sphere, which opens questions related to ethics and morals of such actions. Technology also always allows for various types of abuse, among which hackers have recently become more likely to intrude into device systems.

To meet the needs of the market and provide an adequate number of capacities for providing care and protection of the elderly, while providing the elderly with quality services and decent aging, it is not enough to build new retirement homes or to change the policies (the Long-Term Care Act for the Elderly) and financing of institutions, who take care of the elderly. In the light of the current problems in the field of care for the elderly (Pristavec-Dorič, Eror, 2013; Kavšek, Erman, 2015) and the existing Slovenian construction and environmental legislation (GZ, 2017; ZUreP-2, 2017) with which very long procedures for the adoption of spatial acts and processes for the preparation of project documentation, which form the basis for the construction of homes for the elderly, it is necessary to find new innovative solutions and approaches (models) of care, nursing and care for the elderly.

Purpose and objective of the research

Purpose

Related to the introductory discussion of the problem, this research first seeks to verify the extent to which the written findings of already conducted research apply to the elderly population in Slovenia. In doing so, we are primarily interested in the extent to which these results can be applied to our environment and our population over the age of 65, considering the specifics of our social and social environment. The findings of the first part of the research will serve as a starting point for the development of new proposals for models of care, nursing, and care for the elderly. To solve the existing problems in the field of care, nursing and protection, the problem must be solved comprehensively. Solving the problem must take place at the general, strategic level (top to bottom approach) as well as at the fully operational level (bottom to top approach). To develop the best possible strategy of nursing and care for the elderly based on operational knowledge, it is not so much important that the profession cooperates well with decision-makers (vertical integration) as it is important that different professions are linked at the operational level horizontally (Kenda et al, 2018). As the authors of the papers and discussions in the collection seniors as Present and Future of Society note, these connections are not the best now, so good and appropriate coordination of all involved would be necessary for the operation of the system. In our opinion, good and appropriate coordination alone is not enough to solve the problem of care, nursing, and care for the elderly in a comprehensive way. New proposals for models of nursing and care for the elderly should be urgently addressing:

a) The field of social policy and care planning.
b) The field of spatial and urban planning in the placement of retirement homes in space.
c) Field of building construction (modular construction, smart buildings, etc.).
d) The field of new concepts of living (age is wisdom, old but active, old but useful, etc).
e) The field of financing the care of the elderly (fair pay, competitive prices, etc.).
f) The area of organization and responsibility in the management of care, nursing, and protection.

The first part of the research presented in this article provides a starting point for designing new models of care for the elderly. Based on the cross-section of the existing situation, individual characteristics of Slovenian population and preferences and wishes of the elderly new models of care and nursing for elderly will be proposed. The preferences and wishes of individuals are determined based on a survey from which we take the preferences of individuals over the age of 45 to design models. In the second part of the study which has not yet been implemented, the feasibility and applicability of the proposed new models of care will be carried out.

Goal

The basic goal of the research is to create a realistic and practical proposal of a new model of nursing and care for the elderly, which would at least partially solve the existing problems in the organization and provision of quality care and the lack of adequate capacities and facilities for social services, and which would provide faster and easier access to services for nursing, care and protection of the elderly, and above all significantly reduce the financial burden on the budget for service users.

Hypothesis

Our hypothesis is that Slovenians would prefer to age in the comfort of their own home. In doing so, they would choose to live in a house somewhere in the countryside. They would opt for such a way of life, if they had at their disposal all the services offered by homes for the elderly and at the same time kept in touch with relatives.

Work methodology

The article presents the results of survey which was published on 1KA online platform between 01. 06. 2019 in 01. 09. 2019 on and in which 68 respondents participated. In the survey, we were mainly interested in the following:

- Where would individuals prefer to age, at home or in an institution?
- If a person wanted to age at home, what would they prefer to choose for their home (apartment/house)?
- Where individuals would like to age?
- What would be the most optimal accommodation unit for individuals?
- Which are the key factors for quality aging?
- To which extent do the elderly use modern theology?

Results

68 people took part in the survey, of which 35 were men and 33 were women. According to the age structure, the elderly population predominates (71%), which is good for the research itself, as this is the part of the population that is already retired or is slowly preparing for the retirement and therefore has already formed its own opinion about aging. This, however, is what we need if we want to get the right perspective on quality aging.

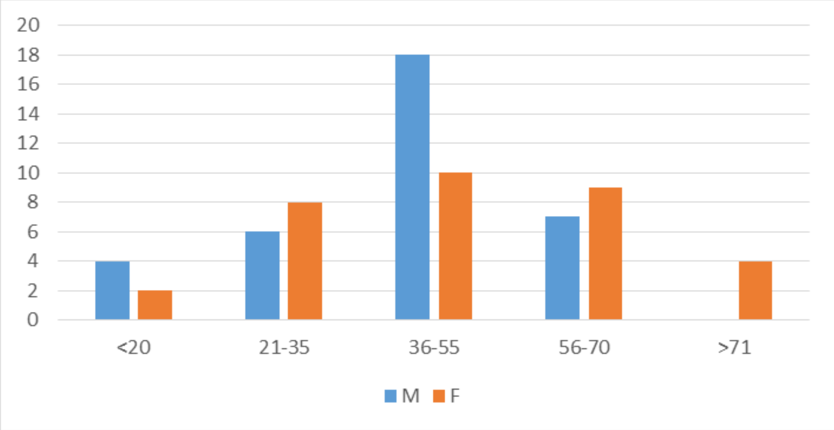

Figure 1. Age structure of respondents by gender

If we look at where the respondents would like to spend their old age, we see that Slovenians would like to enjoy their old age in their own home. Only 26% of respondents would like to spend the last period of their lives in a home for the elderly. As can be seen from the graph below, most of them would like to grow old in their own apartment or house. This is true of both men and women.

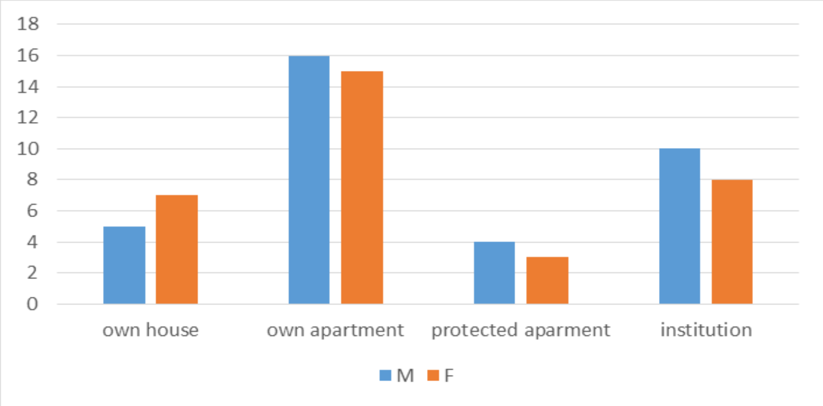

Figure 2. Accommodation preferences by gender

The results regarding the preferences of the environment in which individuals would like to age are very interesting. Most men would rather age in the environment in which they lived and which they know well. Women, however, would prefer to move to an environment where they would rest more safely. As we will see later, women would significantly prefer to move somewhere closer to relatives, as this gives them a greater sense of security.

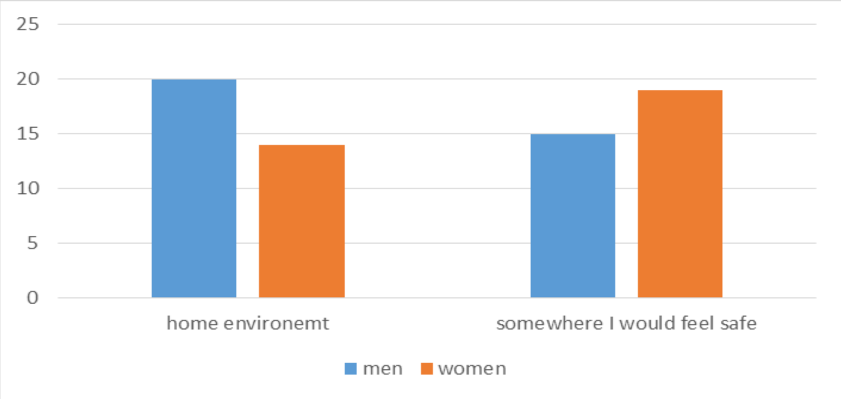

Figure 3. Preferences regarding adequate aging environment by gender

If we look at the above results from the point of view of education and economic status of the individual, we find that the answers do not differ significantly from the results shown. Regardless of the choice or status of the individual, most respondents want to age in their own apartment in the house, and in this case, too, men prefer a home environment, and women an environment in which they feel safe. Education and economic status come to the front when it comes to determining the optimal unit size that seems appropriate for an individual's last period of aging. When we compared two variables with the method of determining relationships, namely the size of the accommodation unit and the education of the surveyed individuals, we found that the surveyed individuals responded to certain answers less than 5. Since it is not possible to make an analysis in this way, we combined data for both variables. In the question related to the optimal size of the unit, instead of three categories (<27 m^2, between 28-54 m^2 and> 54 m^2) we got two categories, (up to 27 m^2 and over 28 m^2) and in the question related to education, instead of primary school, secondary school and vocational education, we combined these into two categories: first category comprises lower education, and the second category comprises higher and scientific titles of master and doctor. The recalculation gave the following data.

Table 1
Chi-square test (SPSS)

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3,714a	1	,054		
Continuity Correction	2,835	1	,092		
Likelihood Ratio	3,747	1	,053		
Fisher's Exact Test				,046	,046
Linear-by-Linear Association	3,660	1	,056		
N of Valid Cases	68				

a. 0 cells (0,0%) have expected count less than 5. The minimum expected count is 15,04.
b. Computed only for a 2x2 table

Table 2
Optimal size of the accommodation unit according to education (SPSS, Chi-square Test)

Unit size		Lower education	Higher education	All together
Up to 27 m2	**Count**	**23**	12	35
	% of total	**33.8%**	17.6%	51.5%
Over 28 m2	**Count**	14	**19**	33
	% of total	20.6%	**27.9%**	48.5%
All together	**Count**	37	31	68
	% of total	54.4%	45.6%	100.0%

As can be seen from the Table 2, the surveyed individuals with lower education believe that the optimal size of the living unit, apartment, or house in which they want to spend their age is up to 27 m^2 (23; 33.8%). The surveyed individuals with higher education believe that the optimal unit is suitable for aging larger than 28 m^2 (19; 27.9%). As the Fisher's Exact Test shows, the differences are statistically different because the sig. 0.046.

This result is not a surprise, as the higher educated tend to have a better economic status and therefore they live in larger properties. Consequently, they also believe that a larger living unit is more optimal for living in old age.

In terms of what is important for good living age, the results showed the following.

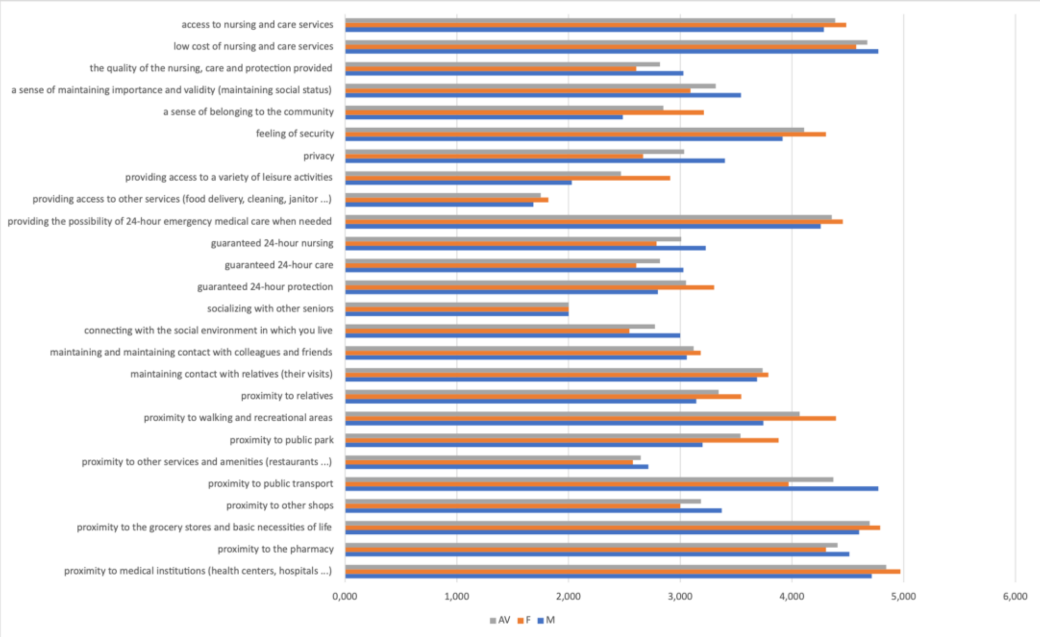

Figure 4. Key elements and factors for quality old age by gender

The graph in the above Figure 4 shows the average of all respondents' responses on the 5-point Likart scale (Likart, 1932). On our scale 1 means that the thing is not important and 5 means that the thing is very important. In our survey the question was to what extent the following is important for quality aging. As can be seen from the average of the answers, respondents believe that it is very important for quality aging that the elderly live near health facilities and pharmacies, that in their proximity they are grocery stores, that the individual has access to public transport and recreational areas, that elderly maintain contact with relatives, that when something happens health wise emergency medical assistance can be immediately provided and that elderly person feels safe in the environment in which individual lives. They also consider it very important that, in case person is not able to care for itself anymore they have guaranteed access to assistance (nursing and care) and that the price of this service is as cheap as possible.

As we mentioned in the introduction to this discussion, women would prefer to move closer to their relatives in the last period of their lives, which is also confirmed by the analysis below.

Table 3

Test of normal distribution of values in samples

Answer the questions	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Proximity to medical institutions	,507	68	,000	,443	68	,000
Close to grocery and necessities for life	,438	68	,000	,581	68	,000
Proximity to other shops	,246	68	,000	,805	68	,000
Proximity to public transport	,405	68	,000	,638	68	,000
Proximity to relatives	,427	68	,000	,624	68	,000
Socializing with other seniors	,264	68	,000	,749	68	,000
Guaranteed option of 24-hour care	,224	68	,000	,846	68	,000
Guaranteed possibility of 24-hour protection	,421	68	,000	,653	68	,000
Option 24 emergency medical care provided when needed	,265	68	,000	,688	68	,000
Guaranteed access to other services	,321	68	,000	,760	68	,000
Guaranteed access to various leisure activities	,333	68	,000	,829	68	,000
Availability of care, nursing, and care services (ASAP)	,372	68	,000	,676	68	,000

a. Lilliefors Significance Correction

Table 4

Total analysis statistics (SPSS, Mann-Whitney Test)

Gender		N	Mean	Std. Deviation	Std. Error Mean
Proximity to relatives	Men (M)	35	3,14	,355	,060
	Women (W)	33	3,55	,617	,107

Table 5

Independent sample test (SPSS, Mann-Whitney Test)

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Proximity to relatives	Equal variances assumed	28,562	,000	3,322	66	,001	-,403	,121	-,645	-,161
	Equal variances not assumed			3,272	50,470	,002	-,403	,123	-,650	-,156

Table 6

Importance of contact with relatives in different genders (SPSS, Mann-Whitney Test)

Gender		N	Average	Standard deviation	Sig
Proximity to relatives	**Men (M)**	35	3,14	,355	0,001
	Women (W)	33	3,55	,617	

The table shows that proximity to relatives is significantly more important for women than for men, which is evident from both the average of the answers and the standard deviation.

As we can see, the importance of maintaining contact with relatives is very important for the elderly. To make it easier to plan long-term care for the elderly, it makes sense to look at whether access to public transport and the fact that an elderly person who is still fit and can visit their relatives, reduces the need for closeness. With this we do not mean personal contact, but the remoteness of the elderly person's place of residence, which gives the feeling that the elderly person that he is close to someone who can quickly come to his aid in the event if something happens to them. To determine the links between access to public transport and contacts with relatives, a regression analysis was performed, which showed the following.

Table 7

Included variables (SPSS, Regression Test, Enter method)

Model	Variables Entered	Variables Removed	Method
1	Proximity to public transport		Enter

a. Dependent Variable: Contacts with relatives
b. All requested variables entered.

Contacts with relatives were determined as a dependent variable, and the proximity of public transport as an independent variable.

Table 8

Model summary (SPSS, Regression Test)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,815a	,665	,660	,312

a. Predictors: (Constant), Proximity to public transport

Table 9

ANOVA (SPSS, Regression Test)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12,780	1	12,780	130,978	,000b
	Residual	6,440	66	,098		
	Total	19,221	67			

a. Dependent Variable: Contacts with relatives

b. Predictors: (Constant), Proximity to public transport

Table 10

Calculation of coefficients (SPSS, Regression Test)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,510	,193		28,477	,000
	Proximity to public transport	-,495	,043	-,815	-11,445	,000

a. Dependent Variable: Contacts with relatives

The regression model according to the method Enter explains 66.5% of the variability of the dependent variable – in our case contacts with relatives. We found that there is a negative impact between contacts with relatives and the proximity of public transport. This means that the proximity of public transport reduces the importance of maintaining contact with relatives in the elderly.

The last very important issue is the use of modern technology. This can have a significant impact on the care of the elderly in the future, and at the same time can significantly improve the quality of aging. If we look at the graph in Figure 5, we can see that the older generations, apart from some elderly people, use at least a mobile phone. Of these, more than 60% are smart phone users. This is very important, as providers are already offering distance medical care on Slovenian market.

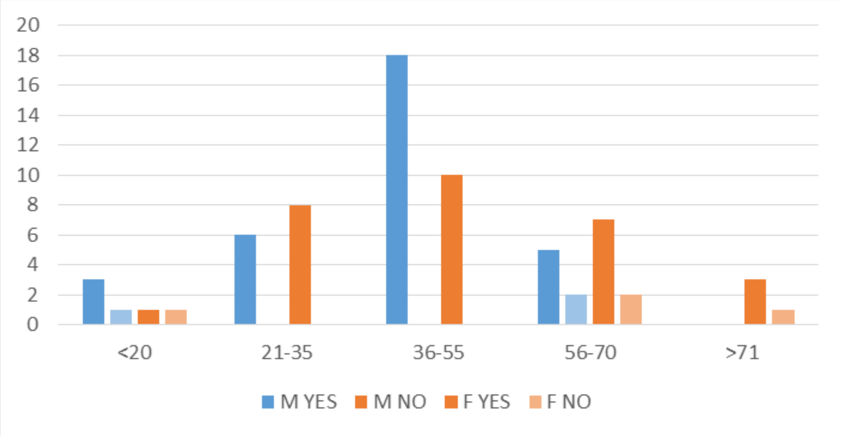

Figure 5. Use and non-use of modern technologies in different age groups of men and women

Discussion and conclusions

Based on the partial results of the survey, we can say with certainty that the preferences of Slovenes are very similar to the preferences perceived by research abroad. Here, too, individuals want to spend their old age in the comfort of their home and in an environment that they know well and feel safe in. In doing so, it is very important for them to keep in touch with relatives. As we have found, a good traffic connection between the place of residence of the elderly person and the place of residence of relatives is very important. It is especially important that the locations where the elderly live are well equipped with public service and public transport. This is very important, as the feeling of greater mobility reduces the feeling of loneliness.

As shown in this article, for quality aging respondents find it particularly important that the elderly have adequate service available in the environment in which they live. They find it particularly important to be close to a health facility, pharmacy, grocery store, and outdoor areas where seniors can engage in daily recreation. If there are no medical facilities nearby, it is very important that the individual has access to medical care 24 hours a day. This is exactly what makes individuals feel safe.

The survey also showed that a large proportion of individuals, regardless of age, already use modern technologies, which is encouraging. It should not be forgotten, however, that only computer-literate individuals were included in this survey, as the test survey was initially published only in online form. This means that it was met only by individuals who are already skilled in the use of modern technology. When the survey is conducted on a larger scale and with classic questionnaires, this ratio is likely to change slightly.

At this stage, the research does not yet make a significant contribution to theory and practice, as the survey sample is not twofold, but it indicates the direction in which the proposals for new models of nursing and care will be considered. Based on the findings of research studies from abroad and the previous findings of the survey, from the point of view of long-term care for the elderly, it is necessary to think in the direction of de-institutionalization of care for the elderly. As already mentioned, the current model of care in nursing homes is too rigid. Prescribed standards of care and inadequate funding, however, represent a major financial burden for service users. The new models of care should thus go in the direction of creating smaller care units that will be more manageable, but above all more humane and user-friendly. We have in mind homes with a smaller number of beds or specialized settlements in which only parents of different age groups will live. Regarding small settlements, special communities would be formed within which the more vital elderly could help the less vital in certain tasks. This ensures two. Even in the last period of their lives, individuals would live in the same way as they did before retirement. The feeling that they are part of society would give them motivation to insist on an active lifestyle (quality aging) for a long time.

In the case of smaller homes for the elderly (apartment blocks) as well as in specialized settlements, the entire care service would be included in the service, and the service would be paid according to the service provided. The scope of service provided by individual service providers would of course be dependent on the needs of the individual. Individuals who would be more independent would pay less or just small fee for the coordinator, and individuals who would need more assistance would pay more. In this way, according to our calculations, the monthly cost of care for some individuals could also be halved. The management and coordination of care for the elderly would be carried out by the service manager. Nursing and care service itself would be performed by contractors who would prove their professional competence with their references and previous work prior to starting work.

The main condition, of course, is that individuals in such settlements feel safe. In doing so, we have safety in the event of any health problems or injuries in mind. Here, modern technology comes to the front, which enables constant monitoring of individuals, whether it is the control of vital organ functions or the control of movement around the apartment or house.

The above findings and guidelines are a good starting point for designing new models of care. Given the situation in our country, 3 new models are proving to be potentially interesting and feasible, which will be presented on another occasion. All the above solve the current problem of long-term care and represent a good alternative to today's models of care for the elderly.

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ALI SE V SLOVENSKIH PODJETJIH ZAVEDAJO POMENA VREDNOTENJA DELA?

Andrej Raspor https://orcid.org/0000-0002-8098-9554[1]

Povzetek: *Raziskava o vrednotenju dela v slovenskih podjetjih je nastala iz potrebe, da ugotovimo, kako slovenska podjetja pristopajo k vrednotenju. Raziskavo smo izvajali leta 2018. V okviru predmetne raziskave smo izvedli anketo, ki je vsebovala 11 vprašanj, odprtega in zaprtega tipa, o vrednotenju dela, ki so jo reševali vodilni v kadrovskih službah v slovenskih podjetjih. Z njo smo pridobili informacije o tem, kako v organizacijah vrednotijo delo in katere metode pri tem uporabljajo. V Sloveniji je bilo v zadnjem četrtletju 2018 po podatkih AJPES iz poslovnega registra (ePRG) skupno 215.354 registriranih poslovnih subjektov, od tega 72.922 gospodarskih družb. Raziskavo smo izvedli v 65 slovenskih organizacijah. Vzorec pokriva 0,09 % vseh organizacij v Sloveniji. Ker je šlo za kvotno, ekspertni priložnostni vzorec in smo se trudili, da bi enakomerno zajeli vse velikosti organizacij, so te enakomerno zastopane in tako imamo zajete informacije o urejenosti vrednotenja za vse štiri skupine. Ker pa je večje število zaposlenih v velikih družbah, s tem zajamemo podatke za večino slovenskih zaposlenih. V našem prispevku smo si postavili naslednjo tezo: slovenska podjetja imajo vrednotenje bolj kot ne zaradi zakonskih zahtev in se pri pripravi vrednotenja še vedno ne zadovoljivo poslužujejo sodobnih trendov vrednotenja. Skozi raziskavo smo to tezo potrdili. Dejansko je šlo za pričakovano in morda bodo bralci imeli občutek, da gre za nepomembno ugotovitev. Vendar temu ni tako. Širše zavedanje, da podjetja nimajo zadovoljivo urejenega vrednotenja bo pripomoglo k temu, da bodo podjetja pričela delati tudi na tem področju.*

Omejitev raziskave je število vključenih podjetij. Izrecno velja zato ponoviti, da vedno, kadar imamo neverjetnostni vzorec, obstaja tveganje, da se pri sklepanju oziroma posploševanju na celotno populacijo motimo. Slovenskim delodajalcem raziskava daje vpogled v aktualno stanje na področju vrednotenja dela. Prav tako so ugotovitve aktualne tudi za eksperte in teoretike ter predavatelje s področja človeških virov, še posebej s področja vrednotenja dela. Ugotovitve bodo namreč lahko vključili v svojo poslovno in akademsko prakso.

Zadnja znana raziskava je bila opravljena leta 2000. Vsled tega se tako za kadrovsko prakso kot tudi za delodajalce kaže potreba, da se jih seznani s tem, kakšno je aktualno stanje.

Ključne besede*: vrednotenje dela, Slovenija, podjetje, delodajalci.*

ARE SLOVENIAN COMPANIES AWARE OF THE IMPORTANCE OF PERFORMANCE REVIEW?

Abstract: *The research on performance review in Slovenian companies arose out of the need to determine how Slovenian companies approach evaluation process. The survey was conducted in 2018. As part of the research subject, we conducted a survey consisting of 11 open-ended and closed-ended questions regarding the evaluation of employee's performance. Participants in the survey were HR leaders from Slovenian companies. The results provided us with information on what methods organizations use to evaluate employee's performance and how they do it. According to AJPES data obtained from the Business Register (ePRG), there were 215,354 registered business entities in Slovenia in the last quarter of 2018, of which 72,922 were companies. The research was carried out in 65 Slovenian organizations. The sample covered 0.09% of all organizations in Slovenia. Since this was a quota, professionally ad hoc sampling, we tried to evenly sample organizations of all sizes. As a result, all groups are represented evenly which gives us information on orderliness of evaluation for all four groups. Since a larger number of employees surveyed work in large companies, we gathered data for the majority of Slovenian employees. We posed the following thesis: Slovenian companies evaluate their employees largely due to legal requirements and still do not make use of modern evaluation trends to a satisfactory extent when conducting evaluation. As expected, the research confirmed our thesis and readers may thus consider this finding as insignificant. However, this is not the case. On the contrary, rising awareness that companies lack a satisfactorily regulated evaluation process may urge the companies to take actions to ensure better evaluation process in the future.*

The limitation of this research is the number of companies involved. Note that whenever we have a non-probability sampling it often results in bias samples, which can lead to drawing wrong conclusions. The practical application of this survey is that it offers Slovenian employers an insight into the current situation in terms of employee evaluation. The findings are also relevant to experts and theorists and lecturers in the field of human resources, especially in the field of employee evaluation. They can incorporate findings into their business and academic practice.

The most recent survey of this kind was conducted in 2000. For this purpose, there is a need for both staff and employers to get acquainted with the current situation.

Keywords: *job evaluation, Slovenia, company, employers.*

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[1] Prof., Fakulteta za uporabne družbene študije, Gregorčičeva ul. 19, 5000 Nova Gorica, Slovenija, andrej.raspor@ceatm.org

Uvod v raziskavo o vrednotenju dela v slovenskih organizacijah

Področje upravljanja s človeškimi viri ter področje sistemizacije in vrednotenja dela že dolgo časa opozarjata na neprimerno obliko in uporabo sistemizacije dela v sodobnih organizacijah (Begović in Raspor, 2017). Tako se podjetja še vedno ne dovolj zavedajo dejstva, da lahko z ustreznim vrednotenjem vzpostavijo pravična in motivacijska razmerja med posameznimi delovnimi področji. Področje vrednotenja dela obsega tisto dejavnost organizacije, ki se ukvarja z vrednotenjem proizvodnega dejavnika: dela in znanja delavca (Uhan, 2000). Lahko bi rekli, da vrednotenje dela obravnava tisti del procesa družbene reprodukcije, ko dohodek ali del dohodka prehaja v obliki sredstev namenjenim zaposlenim v osebno lastnino in si ga delavci prisvojijo zato, da pokrijejo svoje osebne potrebe. Skratka gre za to, da so različna delavna področja različno vrednotena, s tem pa tudi zaposleni prejmejo različno denarno nadomestilo za opravljeno delo. Vrednotenje dela naj bi zagotovilo različne prihodke. Nieboer iz podjetja Synergetics Group (Nieboer, 2007) navaja, da je dejstvo, da so opisi delovnih mest sestavljeni tako, da organizaciji ne vedno nudijo pomoči pri doseganju uspešnosti. Kellaway (1997) je že leta 1997 opažal, da so opisi delovnih mest stari in tradicionalno vključujejo toge sezname nalog in opis pristojnosti. Menil je, da bi bilo dobro vzpostaviti povsem nov sistem, ki bi poenostavil postopke in jasneje postavil pogoje. Posledično je tudi Simon (2004) ugotavljal, da ljudje pogosto opravljajo delo brez opisa delovnih mest ali pa z nejasnim in tudi z zastarelim opisom. Tako stroka predlaga, da mora tudi vrednotenje dela doživeti nadgradnjo. To bi pripomoglo k večji transparentnosti.
Z dosedanjim delom in raziskovanjem na omenjenih področjih smo problem tudi sami neposredno zaznali (Raspor in Labović Begovič, 2017). Takratni namen je bil izdelati teoretični model SDP (sistemizacija dela kot proces) za na znanju temelječe poslovne funkcije, ki bo uporaben v praksi in bo omogočal organiziranje dela na podlagi kompetenc zaposlenih ter oblikovanje plače na podlagi efektivne izrabe delovnega časa, zahtevnosti in kakovosti opravljenega dela.
Namen tokratne raziskave pa je bil na širšem vzorcu ugotoviti, kako imajo slovenska podjetja urejeno vrednotenje dela in ali se zavedajo pomena vrednotenja pri motiviranju zaposlenih. Postavili smo naslednjo tezo: slovenska podjetja imajo vrednotenje bolj kot ne zaradi zakonskih zahtev in se pri pripravi vrednotenja še vedno ne zadovoljivo poslužujejo sodobnih trendov vrednotenja.
Tega izziva smo se lotili tako, da smo najprej povzeli teoretične ugotovitve, sledi predstavitev metodologije raziskave in ugotovitve raziskave. Prispevek pa zaključujemo s priporočili za nadaljnje raziskovanje.

Raziskovalno področje/pregled literature

Današnja sodobna organizacija je dinamična, hitro prilagodljiva, usmerjena k napredku in razvoju, kar pomembno vpliva na konstantno spreminjanje poslovnih procesov, predvsem na znanju temelječih poslovnih funkcij (Begović in Raspor, 2017). Temu mora biti prilagojena tudi sistemizacija dela, ki je osnovno organizacijsko orodje, a še vedno velja za statičen akt, izdelan za daljše časovno obdobje in ne kot kontinuiran proces. Kot takega ga obravnava tudi slovenska zakonodaja. Sestavni del sistemizacije dela je vrednotenje dela.
Vrednotenje dela je interdisciplinarna veda, katere osnovna spoznanja in metode izhajajo iz ekonomskih in organizacijskih ved (Uhan, 2000). Normativno merjene delitve slonijo na pravnih vedah, odzivnost ljudi v delovnih procesih pa je obravnavana s pomočjo spoznanj in metodoloških pripomočkov psihologije dela ter sociologije, ergonomije in fiziologije dela. Skratka gre za interdisciplinarno delo, ki ga lahko izvajajo različni strokovnjaki in mora upoštevati različne vidike. Pri tem veda o vrednotenju dela uporablja tudi dosežke tehničnih ved in študije dela za neposredno ugotavljanje delovne učinkovitosti. Preučevanje gradiva o delovnih dosežkih, njihovem upoštevanju pri delitvi sredstev in gradiva o najrazličnejših delitvenih členitvah izhaja iz spoznanj metodoloških ved matematike in statistike (Uhan, 2000).
Kejžar (2001) je že leta 2001 na osnovi opravljene raziskave menil, da podatki kažejo na strašno brezbrižnost nekaterih podjetij in ustanov do spreminjanja in prilagajanja organizacije novim razmeram. V času od izvedbe njegove raziskave je prišlo do silovitih pretresov v strukturi podjetij in do velikih gibanj, ki so vplivala na delovanje organizacij. V Slovenijo je vstopilo kar nekaj velikih globalnih podjetij. S tem pa je prišlo v Slovenijo tudi novo znanje in izkušnje. Veliko poudarka je na procesih dela. Casio (2005) je razmišljal, da je urejenost procesov vsekakor pomembna, vendar njihovo izvajanje in merjenje ni nič manj pomembno.
Analiza dela predstavlja sistematično razgrajevanje delovnih nalog in pogojev ter pripomočkov za njihovo izvajanje na določenem delovnem mestu (Kovač in Tivadar, 1990, str. 102). Najbolj znani metodi analize dela sta funkcijska in pozicijska anketna analiza dela, ki ju po prej navedenem avtorju povzemamo v nadaljevanju.

Podatki funkcijske analize dela so lahko usmerjeni na delavčevo aktivnost ali pa na rezultat njegovega dela. Funkcijska analiza dela nam pove:

- kaj delavec naredi v povezavi s podatki in v primerjavi s sodelavci ter ostalimi delovnimi mesti,
- katere metode in tehnike uporablja pri svojem delu,
- katere stroje, orodja in opremo uporablja,
- katere materiale, proizvode, storitve delavec proizvaja, torej kaj je produkt njegovega dela.

Pozicijska anketna analiza poskuša v procesu analize dela zajeti naslednje aspekte delovnega mesta:

- določiti nujne informacijske vire za izvajanje dela,
- informacijski tok in proces sprejemanja odločitev za izvajanje dela,
- medsebojne povezave, potrebne za izvajanje dela,
- psihične sposobnosti in ročne spretnosti, potrebne za izvajanje dela,
- psihofizične zahteve,
- ostale karakteristike delovnega mesta kot npr. pristojnosti in odgovornosti.

Pri analizi dela nas zanima, katere naloge in kakšna sredstva se pri opravljanju teh nalog uporabljajo na določenem delovnem mestu ter kakšni so pogoji in zahteve za opravljanje nalog v okviru delovnega mesta.

Po tem ko smo opravili analizo dela (kaj delavec na določenem delovnem področju ali delovnem mestu počne) moramo opraviti vrednotenje in na ta način razporediti in ovrednotiti delo na različnih delovnih področjih. V svetu sta se razvili dve veliki skupini metod vrednotenja dela, ki pa jih lahko razdelimo na veliko število variacij. Vsaka od njih ima svoje specifike in ni primerna za vsako organizacijo in okolje. Te metode delimo na (Lipičnik, 2005):

- **Globalne ali sumarne metode:** S temi metodami vrednotenja dela na osnovi kakovosti primerjav iščemo razlike med deli. Kriteriji po katerih dela primerjamo med seboj niso vnaprej dogovorjeni. Pri teh metodah dela primerjamo med seboj le na osnovi globalnega občutka razlik med njimi. Vemo sicer, katero delo je bolj in katero delo je manj zahtevno. Vendar pa razlike v zahtevnosti dela še ne znamo skladno pojasniti ali pa jo oceniti s številkami. Najbolj poznani metodi v tej skupini sta metoda razvrščanja in metoda klasificiranja.
- **Analitične metode:** Pri tej metodah vrednotenja del poteka primerjava med deli s pomočjo vnaprej dogovorjenih kriterijev in ocenjevalnih lestvic. S temi metodami lahko ocenimo, katero delo je zahtevnejše. Izvemo pa tudi za koliko je to delo zahtevnejše. Hkrati pa lahko pojasnimo, v katerem izmed kriterijev se primerjana dela med seboj razlikujejo. Najbolj poznani metodi v tej skupini sta metoda primerjave faktorjev in metoda točkovanja.

Danes so prisotne zelo hitre (na moment turbulentne) in zelo dinamične spremembe, ki se dogajajo tako v organizaciji kot tudi v okolju, ki zahtevajo, da organizacija neprestano prilagaja svoje cilje novim potrebam na tržišču ali jih celo narekuje. Te potrebe mora organizacija sprejeti kot svoje razvojne cilje. Prav to smo imeli v mislih, ko smo začeli s pripravami na dinamično sistemizacijo. Statičen pogled že danes ni dovolj (Raspor idr., 2017). Jutri, v luči 5. industrijske revolucije, pa prav gotovo ne bo omogočal obstoja, saj bodo obstala le tista podjetja, ki se bodo znala hitro odzivati na spremembe, saj današnje poslovno okolje obkrožajo hitre spremembe, globalizacija ter konkurenca inovativnih storitev in proizvodov. Vse skupaj je že postalo standardni okvir organizacij (Waiganjo, Mukulu in Kahiri, 2012), zato morajo podjetja izboljšati svoje zmogljivosti, da bi lahko učinkovito konkurirala (Chang in Huang, 2005). Trajno konkurenčno prednost se lahko doseže z implementacijo konkurenčne strategije za doseganje operativnih ciljev na podlagi strateškega upravljanja človeških virov. Učinkovita strategija za upravljanje človeških virov pa sistematično organizira vsak individualni ukrep upravljanja človeških virov, kar neposredno vpliva na odnos in obnašanje zaposlenih na način, ki vodi podjetje k doseganju svoje konkurenčne strategije. Gardner, Moynihan, Park in Wright (2001) menijo, da uspešnost organizacije izstopa kot eden izmed večjih organizacijskih ciljev, kar nas usmerja v raziskovalna prizadevanja na področju človeških virov in v razumevanje povezave med področjem upravljanja človeških virov s samo uspešnostjo podjetja. Vse večja globalizacija in hitra rast informacijskih tehnologij, vključno z internetom, sta povzročili drastične spremembe v dejavnostih podjetij, predvsem na znanju temelječih storitvah, kot so računovodstvo, finančne storitve, davki, storitve za stranke, informacijske tehnologije, projektiranje, človeški viri, raziskave in razvoj (*R & R*), obdelava podatkov in prodaja (Subroto in Sivakumar, 2012).

Raziskovalni načrt/metodologija/pristop

Področje upravljanja s človeškimi viri ter področje sistemizacije in vrednotenja dela že dolgo časa opozarjata na neprimerno obliko in uporabo sistemizacije dela v sodobnih organizacijah. Nieboer iz podjetja *Synergetics Group* (2007) navaja, da je dejstvo, da so opisi delovnih mest sestavljeni tako, da organizaciji ne nudijo pomoči pri doseganju uspešnosti. Kellaway (1997) je že leta 1997 opažal, da so opisi delovnih mest stari in tradicionalno vključujejo toge sezname nalog in opis pristojnosti. Menil je, da bi bilo dobro vzpostaviti povsem nov sistem. Posledično je tudi Simon (2004) ugotavljal, da ljudje pogosto opravljajo delo brez opisa delovnih mest ali pa z nejasnim in tudi z zastarelim opisom.

Izhodišče naše raziskave je bilo, da ugotovimo kakšno je bilo stanje v Sloveniji leta 2018. Slovenija (UMAR, 2018) se je v preteklih letih vrnila na pot razvojnega dohitevanja, ki je potekalo v smeri vključujoče družbe, narejeni so bili tudi premiki glede zmanjšanja obremenjevanja okolja.

Slovenija je postopno zmanjševala konkurenčno vrzel do držav EU, ki je nastala v obdobju krize. Med krizo je Slovenija pod vplivom visoke rasti plač (2008 in 2010) in znižanja produktivnosti (2009) močno poslabšala svoj stroškovno konkurenčni položaj v primerjavi z državami EU. Ta vrzel se je kasneje sicer večinoma zmanjševala, pri čemer je v letih 2012 in 2013 temeljila izključno na prilagoditvi trga dela (znižanju sredstev za zaposlene). Precej ugodnejša so bila gibanja v letu 2017, saj se je zaradi krepitve rasti produktivnosti, ki je

presegla rast plač, stroškovna konkurenčnost slovenskega gospodarstva nadalje izboljšala. V povprečju držav EU so se v 2017 stroški dela na enoto proizvoda že drugo leto ohranili na isti ravni, a so razlike v ravneh in dinamiki med državami precejšnje. Močno povečanje stroškov dela na enoto proizvoda beležijo po večini nove članice, kjer pa so bile ravni v preteklosti med najnižjimi.
Vsled tega je potrebno na novo definirati ceno dela, ki pa se jo lahko izvede le na podlagi ustreznih raziskav stanja in dobro pripravljenih rešitev.

Metodologija raziskave

V okviru raziskave »Organizacijska dinamika za odličnost organizacij in kreativno upravljanje sprememb« smo obravnavali področje vrednotenja dela v slovenskih podjetjih. Z anketo smo pridobili mnenja vodij kadrovskih služb slovenskih organizacij. V okviru predmetne raziskave smo izvedli anketo o vrednotenju dela, ki so jo reševali vodilni v kadrovskih službah v slovenskih podjetjih. Z njo smo pridobili informacije o tem, kako v organizacijah vrednotijo delo in katere metode pri tem uporabljajo. Anketo so izvajali študenti DOBA fakultete v šolskem letu 2017/18 in jo zaključili junija 2018.

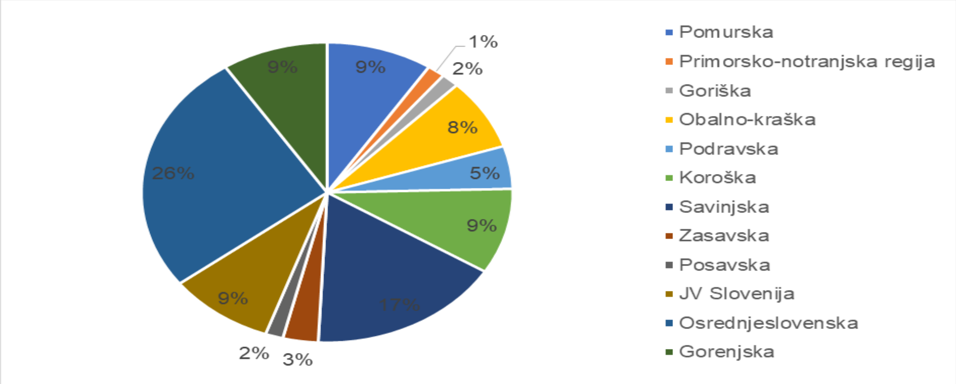
Podatke za potrebe raziskave smo zbirali s pomočjo anketnega vprašalnika s posameznimi vprašanji tako zaprtega kot tudi odprtega tipa. Ta je za vodje kadrovskih oddelkov v posameznih podjetjih vseboval 11 vprašanj. V nadaljevanju navajamo le tista vprašanja, ki so relevantna za ta znanstveni prispevek. Za vodje kadrovskih oddelkov je anketa vključevala demografske podatke (regija, ključna dejavnost podjetja po SKD, število zaposlenih v podjetju, lastništvo) in vprašanja, ki se nanašajo na predmet raziskave (kriteriji vrednotenja, povezava kriterijev s strategijo, uporaba kriterijev, pomembnost kriterijev, zadnji kadrovski trendi in uporaba kriterijev, slabe prakse).
Anketiranci so imeli možnost podati odprte opisne odgovore oziroma obkrožiti tiste odgovore, ki jih najbolj opisujejo.
V raziskavo smo vključili 65 organizacij iz Slovenije in njihove vodje kadrovskih služb. Tu kaže poudariti da smo na osnovi spiska celotne populaciji podjetij zaradi stroškovne in časovne optimizacije, izbrali neverjetnostni vzorec. Lahko bi ga opredelili kot kvotni (anketar za osebno terensko anketiranje izbere poljubne osebe v določenem območju, podobno kot pri priložnostnem vzorčenju, vendar pri tem dodatno upošteva določene vnaprej opredeljene kvote, velikosti podjetij); ekspertni (enote izbere ekspert glede na poznavanje podjetij); namenski (enote izbere raziskovalec po svojem subjektivnem preudarku, glede na namen raziskave) vzorec.
Izrecno velja zato ponoviti, da vedno, kadar imamo neverjetnostni vzorec, obstaja tveganje, da se pri sklepanju oziroma posploševanju na celotno populacijo motimo.
Glede na to, da niso vsa podjetja podala odgovorov na vsa zastavljena vprašanja, je pri posameznem vprašanju opredeljeno natančno število veljavno podanih odgovorov glede na celoten vzorec.

Demografija

V nadaljevanju predstavljamo demografske podatke za podjetja, v katerih smo izvajali raziskavo. V Sloveniji je bilo v zadnjem četrtletju 2018 po podatkih AJPES iz poslovnega registra (ePRG) skupno 215.354 registriranih poslovnih subjektov, od tega 72.922 gospodarskih družb. Raziskavo smo izvedli v 65 slovenskih organizacijah, kjer nas je zanimalo, kako pristopijo k vrednotenju dela. Vzorec pokriva 0,09 % vseh organizacij v Sloveniji. Vzorec je majhen, a vseeno dovolj velik, da dobimo nek pregled. Ne nazadnje lahko za večino mikro podjetij zaključimo da vrednotenja nimajo urejanega.

Regija

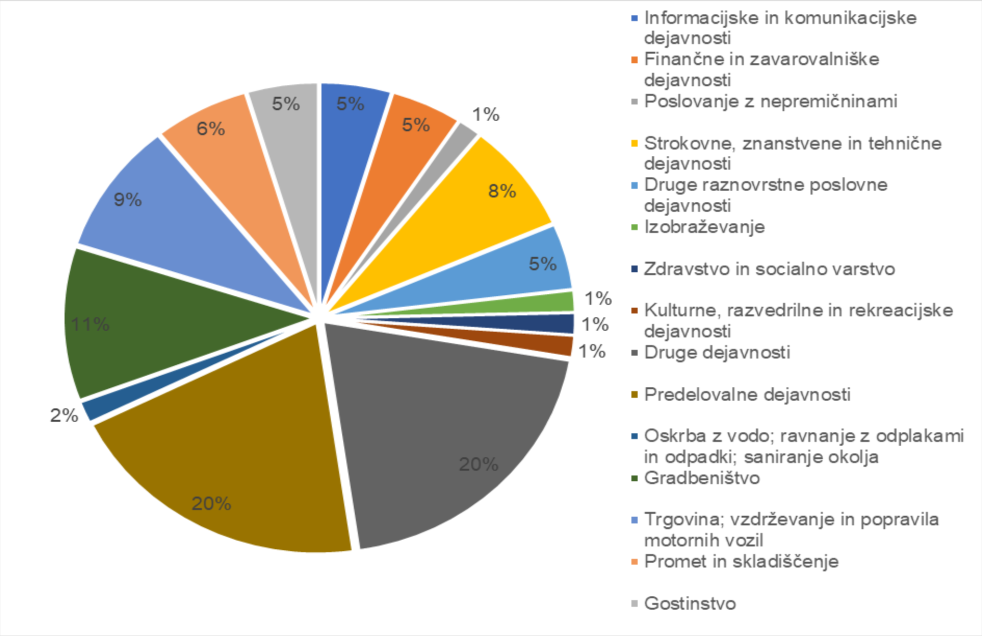
V raziskavo so bile vključene organizacije iz vseh regij (Slika 1. Regija), razumljivo največ iz tistih regij, kjer je tudi največ organizacij.



Slika 1. Regija

Dejavnost po SKD

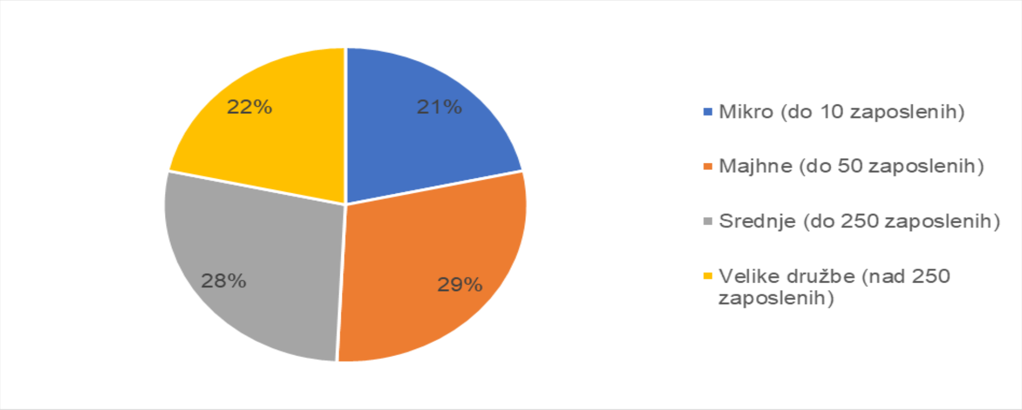
Zajeli smo organizacije iz vseh strok (Slika 2. Dejavnost po SKD). Največ jih je bilo iz predelovalne industrije in gradbeništva, 20 % pa jih je navedlo druge dejavnosti.



Slika 2. Dejavnost po SKD

Velikost podjetja

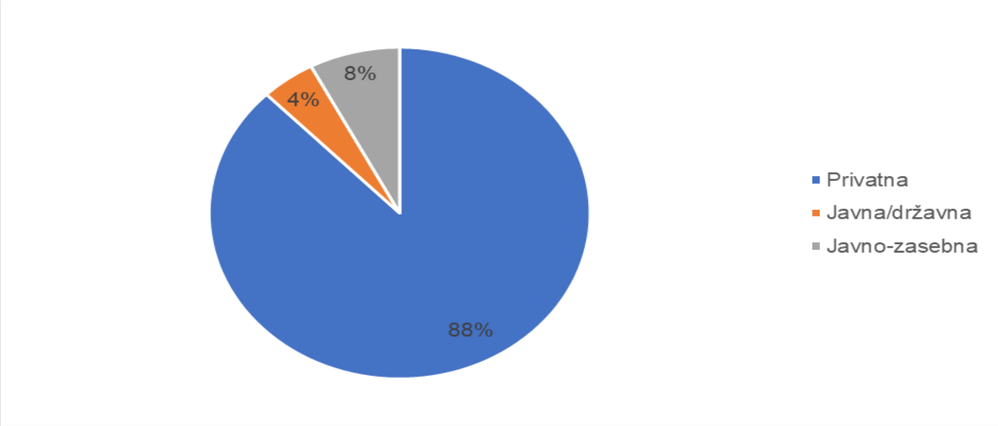
Ker je šlo za kvotno, ekspertni priložnostni vzorec in smo se trudili, da bi enakomerno zajeli vse velikosti organizacij, so te enakomerno zastopane (Slika 3. Velikost organizacij) in tako imamo zajete informacije o urejenosti vrednotenja za vse štiri skupine. Ker pa je večje število zaposlenih v velikih družbah, s tem zajamemo podatke za večino slovenskih zaposlenih.



Slika 3. Velikost organizacij

Lastništvo organizacij

Podatki o lastništvu pokažejo, da smo zajeli večinoma privatne organizacije (Slika 4. Lastništvo organizacij), imamo pa tudi podatke o javnih in javno zasebnih družbah.

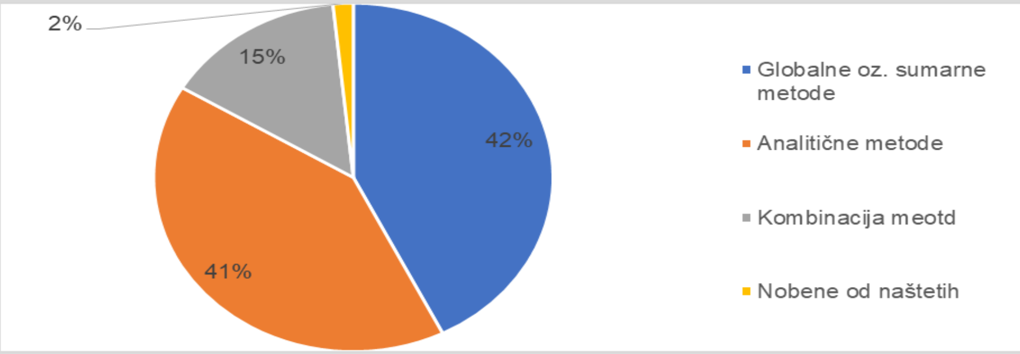


Slika 4. Lastništvo organizacij

Ugotovitve raziskave

Uporaba kriterijev vrednotenja v organizacijah

V slovenskih organizacijah pri vrednotenju (Slika 5. Kriteriji za vrednotenje) večinoma uporabljajo globalne oz. sumarne in analitične metode. Le v 2 % organizacije ne uporabljajo nobene od teh metod. Tako lahko zaključimo, da podjetja vseeno imajo nek sistematičen pristop k vrednotenju.



Slika 5. Kriteriji za vrednotenje

Povezava kriterijev s strategijo organizacije

Organizacije večinoma ne povezujejo kriterijev s svojo strategijo. V kolikor navedemo le nekaj ugotovitev:

- Strategijo v četrtini organizacij sicer imajo, svoje zaposlene usposabljajo za ciljne kompetence, potrebne za udejanjanje strategije, prav tako imajo kriterije za razvoj. Tisti zaposleni, ki so se pripravljeni izobraževati, so zato dodatno nagrajeni.
- Organizacije imajo svojo strategijo objavljeno na spletnem mestu, vendar je ne povezujejo s kriteriji za vrednotenje dela oz. zaposlovanja.
- Le desetina organizacij razmišlja, da bi v bodoče naredila povezavo med vrednotenjem in strategijo podjetja. Enak delež je takih, ki to zaenkrat zavračajo. Ostali se do tega vprašanja niso opredelili.
- Organizacije tudi nimajo jasne vizije in ustreznega znanja, kako povezati kriterije vrednotenja s svojimi strategijami.

Uporaba kriterijev

Pri uporabi kriterijev največkrat izhajajo iz preizkušenih in uveljavljenih metod v Sloveniji, zato je glavni kriterij še vedno stopnja izobrazbe, na podlagi katere določijo tarifni razred in ga kasneje razčlenijo na plačni razred, ki je odvisen od zahtevanih dodatnih znanj ali funkcionalnih znanj, delovnih izkušenj, odgovornosti za rezultate lastnega dela, vodenja dela v organizacijski enoti, usklajevanja dela v delovni skupini, posebnih psihofizičnih zahtev, kompetenc in vplivov okolja.
Prisotni so tudi primeri, ko kriterije določamo glede na cilje podjetja, želeno rast prodaje ter vzdrževanje pozitivne klime.
Tam kjer imajo področje urejeno, vrednotenje poteka po enotni metodologiji.

Kriteriji po pomembnosti/rangiranje

Kriteriji so različno ponderirani oziroma točkovani, vendar se razlikujejo glede na lastništvo, dejavnost in velikost organizacije. Te jih prilagajajo, da bi dosegle cilje.

Zadnji kadrovski trendi pri uporabi kriterijev

Pri uporabi zadnjih kadrovskih trendov (Slika 6. Zadnji kadrovski trendi pri uporabi kriterijev) Zadnji kadrovski trendi pri uporabi kriterijev) imajo slovenske organizacije še vedno veliko priložnosti za izboljšanje.

Slika 6. Zadnji kadrovski trendi pri uporabi kriterijev

Večinoma imajo organizacije zastarela vrednotenja oz. bi lahko rekli, da jih imajo bolj kot ne zaradi zakonskih zahtev. Metodologija je stara že več let in aktualni trendi nanjo niso imeli vpliva. Še večji problem je to v majhnih organizacijah, kjer nimajo ne notranjega znanja niti dovolj sredstev, da bi najeli zunanje strokovnjake.

Tam, kjer so bili uporabljeni aktualni kadrovski trendi, so bili ti upoštevani nenačrtno in brez poglobljene analize. Pri oblikovanju vrednotenja delovnih mest se je upoštevala velika raznolikost delovnih mest glede na vrsto, pogoje dela (objektivno), pa tudi različnost kadrov, tako glede delovnih sposobnosti posameznih delavcev (subjektivno) kot tudi načina in pristopa pri izvajanju določenih delovnih procesov (subjektivno). Kriteriji so zato oblikovani splošno, večji poudarek in odgovornost pa ima vodja (ocenjevalec), da uporabi relevantne kriterije za oceno posameznega delavca in poda ustrezno oceno. Še posebej pri top managementu se bolj intenzivno spodbuja kadrovske trende. V strategijo in cilje vključujemo tudi *diversity management*, upravljanje kompetenc, razvoj talentov itd.

Problemi/slabe prakse

V večjih podjetjih problemov niti nimajo oz. se jih ne zavedajo. Tu izstopajo tista podjetja, ki so v večinski tuji lasti, saj imajo kriterije urejene na globalnem nivoju.

Tam, kjer zaznavajo probleme, priznavajo, da imajo zastarelo vrednotenje, ki bolj kot ne zadošča zakonskim zahtevam, in si nikoli ne vzamejo dovolj časa za vrednotenje in njegovo sistemizacijo. Ker ni sistematičnega vrednotenja dela in postavitve delovnih mest, prihaja do nezadovoljstva zaposlenih, predvsem ob širjenju, zato je nujno pripraviti novo sistemizacijo in vrednotenje delovnih mest. Srečujejo se z vprašanjem, kako pošteno ovrednotiti delo in določiti višino plače, da bo omogočala delavcem normalno življenje in hkrati vplivala na zavzetost delavcev za delo.

Prisotni pa so tudi primeri, ko organizacije ne vidijo smisla v vlaganju časa in strokovnega znanje v metode vrednotenja. Zahteve delovnega mesta se hitro spreminjajo in opisi delovnih mest so splošni, zato ocenjujejo, da časa in energije ni smiselno vlagati v izdelavo sistemov vrednotenja dela, ampak vse te zahteve po nenehnih spremembah vključiti v izhodišča za razvoj zaposlenih. Tveganje je, da je bodoči zaposleni lahko napačno ocenjen samo na podlagi občutka, če se pri posamezniku ne uporabi kombinacija metod vrednotenja.

Problemi in tveganja izvirajo iz subjektivnosti ocenjevanja, vendar je vsako ocenjevanje v tej obliki tako ali drugače na koncu bolj ali manj subjektivno. Drugačen pristop pa bi bil zaradi velike različnosti delovnih mest prezapleten in zato neekonomičen in nesmotrn.
Tveganje, s katerim so se srečali v preteklosti, je nezadovoljstvo zaposlenih (vrednotenje se kaže v plačah), zaradi česar so morali sklicevati krizne sestanke in se o vrednotenju dogovoriti na ravni skupine. Pred spremembami so zaradi tega opazili upad učinkovitosti in manjšo pripadnost podjetju. Vsako klasificiranje pomeni prisiljeno razvrščanje v skupine. Pri zaposlenih je to del, ki ni pozitivno sprejet, saj ima vsak človek svoje posebne karakteristike.

Organizacije vsekakor menijo, da bodo v bodoče bolj pozorne na zadnje kadrovske trende. Posebej bodo pozorne na splošne vrednote in druge človeške lastnosti kandidata. Poskušale bodo jasneje definirati merila in strukturo ciljev za posamezna delovna mesta in postaviti najprej strategijo podjetja, nato pa iz nje izhajati pri vrednotenju delovnih mest.

Razprava o ugotovitvah

V našem prispevku smo si postavili naslednjo tezo: slovenska podjetja imajo vrednotenje bolj kot ne zaradi zakonskih zahtev in se pri pripravi vrednotenja še vedno ne zadovoljivo poslužujejo sodobnih trendov vrednotenja. Skozi raziskavo smo to tezo potrdili. Dejansko je šlo za pričakovano in morda bodo bralci imeli občutek, da gre za nepomembno ugotovitev. Vendar temu ni tako. Širše zavedanje, da podjetja nimajo zadovoljivo urejenega vrednotenja, bo pripomoglo k temu, da bodo podjetja pričela delati tudi na tem področju.
Sistemizacija dela kot jo poznamo danes se težko prilagaja spremembam organizacije dela. Zgrajena je tako, da ob njenem stalnem spreminjanju prihaja do prevelikega administrativnega dela. Kadrovskim strokovnjakom predstavlja razvoj ali posodabljanje sistemizacije dela zahteven projekt. V praksi opažamo, da kljub številnim prenovam sistemizacije dela, ki v slovenskih organizacijah v zadnjih letih naraščajo, večji del organizacij v Sloveniji zaradi tega ohranja zastarelo sistemizacijo dela. Redki si namreč lahko privoščijo ekspertnega svetovalca, ki bo obnavljal sistemizacije, proti plačilu, namesto njih.

Zaključek k raziskavi o vrednotenju dela v slovenskih organizacijah

Dobro organizirano podjetje ima številne prednosti glede na podjetja, ki so slabše organizirana, saj tako podjetje dokaj hitro zazna porajajoče se probleme ter hitro začne s preventivnimi ukrepi in se izogne nezaželenim posledicam. Prednost se kaže v tem, da bo reagiralo takoj, ko bo zaznalo, da delovanje znotraj podjetja ni skladno z vizijo in s tem ni usmerjeno k približevanju ciljem podjetja. To mora početi z iskanjem vedno novih in novih tržnih niš, novega svežega kapitala, razvijanja novih proizvodov, tehnologij ali vpeljavo novih storitev, z iskanjem novih tržišč in izboljševanjem ponudbe. Pri tem pa ne sme zanemariti zaposlenih in mora z zaposlovanjem sposobnih strokovnjakov na področju svojega delovanja zagotoviti, da bo res najbolj učinkovito (Labović idr., 2011).
Skupne značilnosti učinkovitih in uspešnih organizacij so usmerjenost v akcije, hitro in učinkovito realizacijo odločitev, k trgu, k natančnemu poznavanju kupcev in njihovih potreb. Uspešne organizacije imajo visoko motiviran kader, saj visoko produktivnost dosegajo na osnovi velikega angažiranja delavcev, stimulirajo poslovno in ustvarjalno razmišljanje, imajo enostavno strukturo organiziranosti z malo birokracije. Take organizacije se praviloma koncentrirajo na poslovna področja, ki jih dobro obvladajo in njihovo vodstvo je v neposrednem stiku z operativnim poslovanjem (Raspor idr., 2017).
Stanje na področju vrednotenja dela v slovenskih organizacijah vsekakor ni zadovoljivo. Podjetja potrebujejo več zunanje pomoči strokovnjakov, poleg tega bi jim morali pri postavitvi vrednotenja pomagati panožne zbornice. Skupaj bi pri tem vprašanju morali nastopati vsi socialni partnerji. Še posebej se tu pričakuje večjo vključitev sindikatov. Razvoj je namreč odvisen od tega, kako bomo znali zastaviti kriterije, da bodo zaposleni zavzeti in motivirani, da bodo lahko organizacije dosegle zastavljene cilje in se ohranile na hitro razvijajočem se trgu.
Organizacijam bi seveda predlagali, da bi se bolj osredotočile na uporabo dinamičnih modelov vrednotenja, ki vključujejo tudi vse najnovejše kadrovske trende. Ker s klasično sistemizacijo ni več mogoče učinkovito slediti nenehnim spremembam vsebine in zahtevnosti dela, bi sodobna sistemizacija morala postati proces, ki bi sproti upošteval spremembe vsebine dela in zahtevane kompetence. Izhajali bi iz kompetentnosti zaposlenega v okviru strokovnega področja in ne izključno iz zahtev delovnega mesta, kjer dominira formalna izobrazba. Vsaki aktivnosti delovnega procesa bi določili korespondenčne kompetence, ki jih te aktivnosti zahtevajo za učinkovito izpolnitev dela in jim določili stopnjo (faktor) zahtevnosti. Tako bi bil zaposleni skupaj z vodjo sokreator nadgradnje svoje sistemizacije dela za vsako spremembo vsebine dela in svoje kompetentnosti (Raspor idr., 2017).
Vrednotenje dela pomeni ugotovitev dejanske vrednosti dela, z namenom določiti in oblikovati plačo. To je mogoče na podlagi opisov in specifikacije vseh aktivnosti, ki smo jo izvedli v analizi dela ali na osnovi ocene pristojnega. Vsekakor gre za zajemanje in ugotavljanje merljivih razlik zahtevnosti pri delu. Da pa ne bi prihajalo do nejasnosti in nezadovoljstva je to potrebno opraviti strokovno.

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TURIZEM KOT ORODJE OBLASTI – LEVI IN DESNI TOTALITARIZEM

Boštjan Žabar https://orcid.org/0000-0002-8591-4519[1]
Nikola Vukčević https://orcid.org/0000-0002-5971-5129[2]

Povzetek: *V tem članku smo hoteli predstaviti razlike in skupne točke totalitarizmov značilne za Evropo dvajsetega stoletja. Kot vodilna ali kot rojstvo uradnih diktatur smo izbrali Italijo za fašizem in Sovjetsko zvezo za komunizem. Dodali smo jim izpeljanke, kot sta Hitlerjeva Nemčija in Titova Jugoslavija z namenom pokazati, da tudi znotraj tako imenovanih levih ali desnih totalitarizmov so razlike in to ne majhne.*
Postavili smo si raziskovalno vprašanje: Ali so totalitarni režimi kakor koli vplivali na razvoj in organiziranje turizma? In če so, zakaj?
V bistvu so vsi totalitarizmi imeli isti način funkcioniranja. Za njihov obstoj je bilo potrebno podrediti ali vplesti v sistem delovanja države celotno družbo; od posameznika do kompleksnejših združb, organizacij ali inštitucij. Tudi področje turizma jim ni bilo tuje, zlasti kot sredstvo doseganja propagandnih ali političnih namenov. Tako se recimo v Italiji pojavi vrsta inštitucij, programov in zakonov na področju turizma ali organiziranja prostega časa, ki so se med seboj tudi prej izključevali, kot tudi dopolnjevali (po dobri stari italijanski navadi). V Tretjem rajhu lahko opazimo zelo dobro organiziran sistem z odborom za turizem, zakonom, ki je bil kot skoraj vsaka stvar v Nemčiji obravnavan zelo resno. Za boljševike je bila Moskva najlepše mesto na svetu in Sovjetska zveza najlepša država. Vse drugo ne da je nelepo, je celo nevarno in strupeno. Jugoslovani pa smo se lahko tudi skozi turizem zbliževali z bratskimi narodi od Vardarja do Triglava. Tito pa je Jugoslovanski »raj« lahko predstavljal svetu kot uspešen model tretje poti med boljševiki in zahodnimi kapitalisti.

Ključne besede: *turizem, totalitarizem, fašizem, komunizem, socializem nacizem, propaganda.*

TOURISM AS A TOOL OF POWER - LEFT AND RIGHT TOTALITARIANISM

Summary: *In this article, we tried to present the differences and commonalities of totalitarian regimes in twentieth-century Europe. We chose Italy for fascism and the Soviet Union for communism as the leading or birth places of official dictatorships. We have added derivatives such as Hitler's Germany and Tito's Yugoslavia in order to show that even within the so-called left or right totalitarianism regimes there are differences and they are not small ones.*
The research question was: Have totalitarian regimes in any way influenced the development and organization of turism? If yes, why? *Basically, all totalitarianism regimes had the same way of functioning. For their existence it was necessary to subordinate or involve the whole of society in the system of functioning of the state; from the individual to more complex associations, organizations or institutions. The field of tourism was not foreign to them, especially as a resource of achieving propagandas or their political purposes. For example, in Italy there were a number of institutions, programs, written laws in the field of tourism or leisure organization, which were reciprocally previously exclusive rather than complementary (according to the good old Italian custom). In the Third Reich we can observe a very well-organized system, with the Committee on Tourism, the written law order which was like almost everything in Germany taken very seriously. For the Bolsheviks, Moscow was the most beautiful city in the world and the Soviet Union the most beautiful country. Everything else is not unattractive, it is even dangerous and toxic. In Yugoslavia, through tourism we were able to get closer to the brotherly nations from Vardar to Triglav. Furthermore, through tourism Tito was able to present Yugoslavian "paradise" to the world as a successful model and the third way between the Bolsheviks and Western capitalists.*

Keywords: *tourism, totalitarianism, fascism, communism, socialism, nazism, propaganda.*

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[1] Zalošče 28d, 5294 Dornberk, bostjan.zabar@gmail.com
[2] Faculty of Mediterranean Business Studies Tivat, University "Adriatic" Bar, Montenegro, nikolafms@gmail.com

Uvod

Turizem je ena najbolj hitro rastočih gospodarskih dejavnosti v svetu. Kot je pokazala zadnja gospodarska kriza leta 2008, je to področje doživelo bistveno manjše negativne finančne posledice kot ostale dejavnosti. Tudi v trenutni COVID-19 krizi lahko vidimo, kako se uspe turizmu hitro prilagajati in uspešno krmariti v zanj zelo neugodnih razmerah. To lahko najverjetneje pripišemo njegovi sposobnosti hitrega prilagajanja in dejstvu, da turizem ni le gospodarska dejavnost, ampak nekaj več. (Raspor in Macuh, 2021) Je tisto, kar nas razvedri, zabava, oddahne in pa tudi postavlja v izziv odnosa s človekom ali družbo. Nedvomno so ga morali kot takega videti tudi vsi veliki diktatorji v Evropi 20. stoletja.
Vsaka družba mora, da lahko preživi, narediti dve stvari (Savelli, 2012):

- Braniti svojo lastno kulturno identiteto z izločanjem drugačnih.
- Se razvijati z odpiranjem navzven, kar pa neizbežno vključuje približevanje kulturam različnim od lastne.

Tujec tako s svojo prisotnostjo predstavlja motiv šarma in istočasno bojazni. Po Simmelu v civiliziranih družbah tujec predstavlja »idealnega občana«, saj združuje v sebi tako oddaljenost kot tudi bližino neki družbeni skupini (Simmel, 1908, 402-408). Prav zaradi teh potreb vsake družbe je turist v vseh skupnostih, tudi tistih totalitarnih, še najmanj moteč od vseh »drugačnih«, predvsem tujcev.
Raziskava se osredotoča na evropske totalitarizme, ki so se kot sistem uveljavili v prejšnjem stoletju. T. i. desna – fašistična oblast se je zaključila s koncem druge svetovne vojne, leta 1945, trdovratnejša, t. i. leva – komunistična oblast pa s padcem berlinskega zidu, leta 1989. V raziskavi nas je zanimala njihova ideološka usmerjenost v povezavi s turizmom, ali bolje rečeno uporaba ali upravljanje turizma kot sredstvo v prid totalitarnemu režimu in popularizaciji med množicami.
V naši raziskavi smo želeli raziskati pomen turizma in njegove politične organiziranosti v nekaterih totalitarnih režimih prejšnjega stoletja. Namen raziskave je bil poiskati dejstva, iz katerih lahko sklepamo, da je koncept totalitarno organiziranih režimov vplival tudi na takrat »marginalno« področje, kot je bil turizem.
Raziskovalno vprašanje: Ali so totalitarni režimi kakor koli vplivali na razvoj in organiziranje turizma? In če so, zakaj?
Pri tem smo uporabili metodo analiziranja sekundarnih virov. Preučili smo relevantno literaturo, ki se nanaša na obravnavano tematiko v državah, ki smo jih hoteli primerjati.

Teoretično ozadje

Za obravnavano tematiko je ključno poznavanje pojmov. Predvsem nas tu zanimata dva. Prvi je "totalitarizem", kot tisti, ki označuje neko širše organiziranje družbene ureditve. Drugi, "turizem" pa je lahko podsistem le-tega, ali le neka dejavnost človeka v organiziranju svojega prostega časa.

Totalitarizem

Pojem "totalitarizem" je bil prvič uporabljen v Italiji leta 1923 v kontekstu liberalne kulture, da bi obsodil politično prakso fašizma, katere cilj je bil preoblikovati državo in civilno družbo v skladu s svojo ideologijo. Beseda je neologizem, ki izhaja iz članka Giovannija Amendole v časopisu "Il Mondo" (1923), v katerem uporabi ta izraz, da navede, kako je fašistična stranka oškodovala pravice manjšine in odpravila voljo večine, kot temelja demokracije. Mussolini je to novo besedo prevzel junija 1925, ko je govoril o »ponosni totalitarni volji« svojega gibanja. Fašizem je pojem posvojil in v »Enciklopedia Italiana« (1932), ki sta jo uredila Gentile in Mussolini, v poglavju z naslovom "fašizem" izraz totalitarizem uporabil za zanikanje političnega liberalizma in tudi kot opredelitev fašizma, kjer pravi: "fašizem je totalitaren". Pojem se je prijel med evropskimi pisatelji in se razširil z negativnim pomenom (Traverso, 2002, 23). Termin »totalitarizem« je postal popularen po zaslugi Hannah Arendt in njene knjige iz leta 1951 »The origins of Totalitarianism«, v kateri skuša predstaviti podobnosti in razlike med nacistično Nemčijo in Stalinovo Sovjetsko zvezo.
Po Slovarju slovenskega knjižnega jezika (SSKJ 2014):

- totalitarízem: politična ureditev, v kateri se celotno družbeno in osebno življenje državljanov nasilno enoti in podreja ciljem državnega vodstva.

Po Carlu J. Friedrichu in Zbigniewu K. Brzezinskemu (1956) mora nek režim izpolnjevati šest lastnosti, da lahko govorimo, da je totalitaren. Teh šest vzorcev tvori skupino lastnosti, ki se med seboj prepletajo, podpirajo, kot je to navadno pri živih bitjih v organskem sistemu. So del celote, ki jo je nesmiselno obravnavati ločeno. Totalitarni režimi tako posedujejo:

- Z doktrino dodelano ideologijo, ki pokriva vsa področja človeškega življenja s ciljem doseči perfektno stanje človeštva.
- Enopartijski sistem, ki ga vodi en človek (diktator) na čelu hierarhične in oligarhične družbe.
- Partijsko in policijsko kontrolo, ki temelji na terorju in je usmerjena ne samo proti sovražnikom režima, ampak tudi proti določenim razredom ali skupinam družbe.
- Nadzor nad vsemi sredstvi propagande in masovne komunikacije, kot so tisk, radio, televizija, itd.
- Monopolno in koncentracijsko urejeno tehnološko oborožitev in uporabo vojaških sil.
- Centralno nadzirano in vodeno celotno gospodarstvo skozi birokratsko koordinacijo (Friedrich in Brzezinski, 1956, 22) .

V totalitarnem režimu država nadzira skoraj vse vidike posameznikovega življenja z množično uporabo propagande, ki skuša podrediti um vseh državljanov z državno ideologijo. Temeljno vlogo v tem smislu imajo šola in množični mediji. Enotna totalitarna stranka nadzira vse vidike političnega in družbenega življenja in ne sprejema dejavnosti posameznikov ali skupin, ki niso usmerjene v dobro države. Totalitarizem uničuje vse meje med državo in družbo (Oliva, 2004).

Turizem

Beseda turizem izhaja najverjetneje iz grške besede »tornos«, kasneje so jo Rimljani polatinili v tornus, Francozi spremenili v tour in nazadnje posvojili Angleži in ostali narodi. Prvotno pa je pomenila krožno gibanje, kroženje. Od začetka do cilja in nazaj do začetka. (Tornosnews.gr, 2020; Theobald, 1994, 9; Online Etymology Dictionary, 2020).
Po Slovarju slovenskega knjižnega jezika (SSKJ 2014):

- turist: kdor potuje, začasno spremeni kraj bivanja zaradi oddiha, razvedrila;
- turizem:
    - pojav, da kdo potuje, začasno spremeni kraj bivanja zaradi oddiha, razvedrila;
    - gospodarska dejavnost, ki se ukvarja z zadovoljevanjem potreb turistov, nudenjem uslug turistom.

Z večanjem dohodkov se spodbuja tudi potovanje. Društvo narodov (oziroma Liga narodov) je bila mednarodna organizacija, ustanovljena 10. januarja 1920 s sedežem v Ženevi, z namenom, da bi zagotovili mednarodni mir, kar je bil neposreden odgovor na prvo svetovno vojno. To je prva mednarodna organizacija, ki je bila naravnana k razumevanju kolektivne varnosti. Za turista pa je varnost ključnega pomena. Njen ustanovitveni akt je Pakt Društva narodov. Organizacija Društva narodov je predhodnica današnje Organizacije združenih narodov (OZN). Ta organizacija je 1936 definirala turista kot nekoga, ki potuje v tujino za vsaj 24 ur, njegov naslednik OZN pa leta 1945 dopolni definicijo s pogojem, da trajanje ne presega šest mesecev (Theobald, 1998). Kasneje UNWTO (World turistic organisation, ki deluje v okviru OZN), pravi, da je turist začasni obiskovalec, ki se mudi izven kraja njegovega običajnega bivališča vsaj 24 ur, ampak manj kot eno leto, zaradi preživljanja prostega časa, posla ali drugih namenov (UNWTO, 1994).

Skrb za turizem znotraj totalitarnega režima

Pri naši raziskavi je bilo najprej potrebno osvetliti osnovne značilnosti posameznega režima, da smo lahko bolje razumeli ozadje in kontekst, v katerem je delovala družba v obravnavani državi. Tako smo lahko spoznali tudi vidik turizma in turista, ki je lahko viden in razlagan skozi različne definicije. V tej primerjavi smo se osredotočil na turizem, kot način organiziranosti preživljanja prostega časa in propagandnega orodja v rokah režima.

Fašistična Italija

Značilnost fašistične Italije je v tem, da jo zaznamuje vodenje le enega vodje. Mussolini je ustanovil in vodil Nacionalno fašistično stranko. Bil je italijanski fašistični diktator od marca 1922 do njegove odpovedi leta 1943 ter "Duce" od ustanovitve italijanskega borilnega obrata leta 1919 do njegove usmrtitve leta 1945 s strani italijanskih partizanov. Kot diktator Italije in ustanovitelj fašizma je Mussolini navdihnil in podprl mednarodno širjenje fašističnih gibanj v medvojnem obdobju.
Kako večobrazen je lahko totalitaren režim kaže to, da je bil Mussolini sprva socialistični politik in novinar pri časopisu Avanti! Leta 1912 je postal član nacionalnega direktorata Italijanske socialistične stranke (PSI), vendar je bil iz nje izključen, zaradi zagovarjanja vojaškega posredovanja v prvi svetovni vojni, v nasprotju s stališčem stranke o nevtralnosti. Mussolini je obsodil PSI, svoja stališča osredotočil na italijanski nacionalizem namesto na socializem in kasneje ustanovil fašistično gibanje, ki je nasprotovalo egalitarizmu in razrednemu spopadu. Namesto tega se je zavzelo za "revolucionarni nacionalizem", ki presega razredne meje. 31. marca 1922, po Pohodu na Rim (28. – 30. oktobra), je kralj Victor Emmanuel III Mussolinija imenoval za premierja in s tem najmlajšega posameznika, ki je do takrat opravljal to funkcijo. Potem ko so s svojo tajno policijo odstranili vse politično nasprotovanje in prepovedali delavske stavke, so Mussolini in njegovi privrženci utrdili oblast z vrsto zakonov, ki so narod spremenili v enopartijsko diktaturo. V petih letih je Mussolini z legalnimi in nezakonitimi sredstvi vzpostavil diktatorsko oblast in si prizadeval ustvariti totalitarno državo.

Italijanski fašizem

Fašizem je niz ideologij in praks, ki si prizadevajo opredeliti narod, ki ga definirajo, izključno z biološkimi, kulturnimi in zgodovinskimi termini. Drugi dejavniki lojalnosti niso toliko pomembni za ustvarjanje mobilizacije narodne skupnosti. Fašistični nacionalizem je reakcionaren, saj vključuje sovražnost do socializma in feminizma, ki na prvem mestu izpostavljata družbeni razred in družbeni spol. Za fašizem je prvi narod (nacija). Zato fašizem smatramo kot gibanje skrajne desnice. Fašizem je tudi gibanje radikalne desnice, saj je poraz socializma in feminizma z mobilizacijo naroda odvisen od prihoda na oblast nove elite, ki deluje v imenu ljudi, in jo vodi karizmatični vodja in množična, militarizirana stranka. Fašisti so usmerjeni h konservatizmu, vendar strmijo k prevladi nad konservativnimi interesi (družina, lastnina, vera, univerze …) saj štejejo, da je potreba po konservativnih načelih v interesu naroda (nacije). Fašistični radikalizem izhaja tudi iz želje po pomirjanju nezadovoljstva delavskih in ženskih gibanj. Seveda vse dokler so ta nezadovoljstva v pomoč nacionalnim prioritetam. Interesi so usklajeni z njihovo integracijo in mobilizacijo znotraj korporativnega sistema. Dostop in rang posameznika v teh organizacijah je odvisen od njegovih nacionalnih, političnih in rasnih karakteristik. Vsi vidiki fašistične politike in države so prežeti z ultranacionalizmom (Passmore, 2002).

Turizem v italijanskem fašizmu

Ni dvoma, da je fašistična stranka in sam Benito Mussolini videl v organizaciji prostega časa nacije (Italijanov) močno orodje politične propagande, zlasti kot »fabrika odobravanj«. Namen je bil dvigovanje socialnega statusa delavca skupaj z njegovim fizičnim in intelektualnim razvojem. Pojavi se socialni turizem, ki je omogočal tudi manj premožnim, da so lahko koristili turistične dobrine, do takrat rezervirane le za peščico izbrancev. Fašizem, če je že ustvaril represivno državo, je potreboval na drugi strani mehanizme za mehčanje množic pri iskanju konsenza. Turizem in vrsta institucij, programov in zakonov, ki jih je fašistična Italija vpeljala, so bili del teh mehanizmov. Najbolj poznane so postale: L' Opera Nazionale Dopolavoro (OND), L' Opera Nazionale Balilla (ONB) – italijanska verzija Hitler Jugend, L' Ente Nazionale per l' incremento delle Industrie Turistiche (ENIT), »Sabato Fascista« … (Agosteo in Sereno, 2007).
Glavna in najpomembnejša med njimi, prav pri organizaciji prostega časa, je bila OND (L'Opera Nazionale Dopolavoro). Pri preživljanju prostega časa je fašizem včlanjenim v to organizacijo nudil kar nekaj realnih bonitet. Med njimi recimo popuste pri kino in teatralnih vstopnicah, izlete na tako imenovanih »ljudskih vlakih«, družabni prostor, kjer si lahko balinal ali igral karte. Za poudariti pa je, da to ni bila direktno politična organizacija. Kjub temu, ali prav zaradi te njene apolitičnosti, je postala najobsežnejša izmed vseh masovno organiziranih struktur v italijanskem fašizmu. Veliko bolj omejene so bile ugodnosti, ki so jih nudili svojim pripadnikom sindikati ali partija. Od teh so le otroci od revnih članov dobili kakšen paket ob priložnostih, kot je bila »Befana fascista« ali pa poletne kolonije, kot je bila »helioterapija« za utrditev zdravja otrok, katerih starši si niso mogli privoščiti pravih počitnic (Palla, 1993). Sistem je videl v turizmu na eni strani močno propagandno orodje v rokah režima, istočasno pa tudi zavezo, da mora država kot naddružbena institucija poskrbeti za vsa področja, kjer se lahko državljan razvija v zvestobi domovine.
Fašistični režim (Gran Consiglio del Fascismo) je bil eden prvih v Evropi (pred njim le Francija leta 1925), ki je že leta 1927 v tako imenovani »Carta del lavoro« v 16. členu določil pravico delavca, po enem letu dela, do plačanega dopusta (Carta del lavoro 1927). Šele leta 1948 so Združeni narodi objavili Deklaracijo o človekovih pravicah in v 24. členu zapisali: »Vsakdo ima pravico do počitka in prostega časa, vključno z razumno omejitvijo delovnih ur in pravico do periodično plačanega dopusta (OZN, 1948).«

Nacistična Nemčija

Tudi nacistično Nemčijo zaznamuje en sam vodja, Adolf Hitler. Ta je bil odlikovan med službovanjem v nemški vojski v prvi svetovni vojni. Leta 1919 se je pridružil Nemški delavski stranki (DAP), predhodnici nacistične stranke, in bil imenovan za vodjo nacistične stranke leta 1921. Leta 1923 je poskušal prevzeti vladno oblast v neuspelem državnem udaru v Münchnu in bil zaprt s petletno kaznijo. V zaporu je napisal svojo prvo knjigo, svoje avtobiografije in politični manifest Mein Kampf ("Moj boj"). Po svoji predčasni izpustitvi, decembra 1924, je Hitler pridobil ljudsko podporo z napadom na Versajsko pogodbo in s karizmatičnim govorništvom in nacistično propagando spodbujal germanizem, antisemitizem in protikomunizem.
Tretji rajh (nemško Drittes Reich) oz. Velikonemški rajh (nemško Großdeutsches Reich) je oznaka za nemško državo v času nacizma, med letoma 1933 in 1945. Ime se je v propagandi začelo uporabljati po vzponu Nacionalsocialistične nemške delavske stranke, pod vodstvom Adolfa Hitlerja, na oblast (1933). Pogosto je obsojal mednarodni kapitalizem in komunizem kot del judovske zarote. V zgodovinopisju se je uveljavil kot sinonim za nacistično Nemčijo v obdobju od leta 1933 do kapitulacije Nemčije, maja 1945.

Nacizem

Nacionalsocializem (tudi nacionalni socializem in nacizem) se je sprva pojavil kot ideologija Nacionalsocialistične nemške delavske stranke (NSDAP) pod vodstvom Adolfa Hitlerja v Nemčiji po prvi svetovni vojni. Kasneje je postal politični sistem Tretjega rajha in je to tudi ostal do konca druge svetovne vojne.
Zanj so bili značilni antisemitizem, ideologija krvi in zemlje (Blut-und-Boden), rasizem, nemški nacionalizem in antikomunizem. Njegov politični sistem opredeljuje program NSDAP z 20 točkami. Vodja nacionalsocialistične države je diktator in se imenuje Führer.
Nacizem je oblika fašizma, ki kot ideologija prezira liberalno demokracijo in parlamentarni sistem. Na njegov nastanek in razvoj so močno vplivala antikomunistična ideologija in poraz Nemčije v prvi svetovni vojni. V svoj fašistični »credo« je vključil antisemitizem, znanstveni rasizem in evgeniko (družbena filozofija, ki zagovarja izboljševanje človeških dednih lastnosti z različnimi oblikami posegov) in jih povezala s pan-germanizmom in teritorialno ekspanzijo s ciljem pridobiti več »Lebensrauma« (življenskega prostora) (Evans, 2008).

Turizem v nacizmu

23. junija 1933 je Adolf Hitler podpisal zakon o ustanovitvi nove organizacije v Nemčiji. Imenovala se je Reichov odbor za turizem. Ustanovljena je bila par mesecev po tem, ko je začel obratovati Dachau, tajna policija Gestapo, v času, ko so zažigali židovske in druge knjige, ko so sprejeli zakon o sterilizaciji in sindikati niso več obstajali. Javne službe in sodstvo so bili očiščeni »nearijcev«, druge politične stranke zatirane itd. V tej klimi grozodejstev je bil sprejet zakon o turizmu Reicha. Režim, ki je že bil spreten pri zastraševanju in brutalnosti kot orožju v boju za uresničitev svojih ciljev, je zdaj dodajal v svoj arzenal še »užitek«. Z raziskovanjem nacističnega turizma se je ukvarjalo bolj malo raziskovalcev, saj je bil v okviru nacistične Nemčije smatran bolj kot neka »mehka tema«, ki se ne mora kosati z vsemi ostalimi v kontekstu morilske diktature. Vendar pa lahko nekaj, kar je bilo nekoč smatrano za nepomembno, pove veliko več o preteklosti kot bi morda pričakovali (Semmens, 2005).
Nacistični režim turizma zagotovo ni dojemal kot neko postransko ali nepomembno temo. Videl ga je kot pomembno vejo gospodarstva, ki zahteva podporo in regulacijo s strani države na eni strani, z druge pa orodje, ki ponuja sredstva za izboljšanje politične agende režima. V očetnjavi bi pomagal ustvariti in poenotiti rasno očiščeno in močno patriotsko narodno skupnost, na mednarodni ravni pa bi pomagal pomiriti strahove o nacističnih namerah na svetovnem prizorišču. Najpomembnejši namen turizma je vsekakor bil, da bi v okviru svastike služil kot orodje za prepričevanje nemških državljanov in obiskovalcev iz tujine o normalizaciji življenja v Hitlerjevi Nemčiji. Tako turizem predstavlja politizacijo kulturnih praks režima in tudi pomen množične potrošnje in potrošniške kulture v Tretjem Reichu (Semmens, 2005).
Izbruh vojne 1. septembra 1939 ni povzročil konca turizma v Nemčiji, niti razpada turističnih organizacij. Sicer pa so bili mnogi hoteli in penzioni, zlasti tisti v bližini fronte, na hitro spremenjeni v vojaške bolnišnice. Nemška železnica je takoj določila prednost prevozu vojakov na fronto, ne pa turističnim potovanjem. Kljub vojni pa, vsaj na začetku, nacistični režim ni izdal nobene prepovedi za civilna potovanja. Množični mednarodni turizem je sicer bil sedaj stvar preteklosti, vendar obiskovalci iz zavezniških in nevtralnih držav so bili še vedno vidni v nekaterih hotelih in restavracijah. Prav zaradi prvih »blitzkriegeskih« zmag so mnogi turistični operaterji ostali optimistični in verjeli v hiter konec sovražnosti. Spodbujalo jih je tudi dejstvo, da so domači gostje še vedno potovali. Ne samo zaradi razvedrila in užitka, zdaj so se jim pridružile tudi mase vojakov, ki so prečkale državo. Tudi vojak je bil dober turist. Plačeval je oglede, kupoval vodnike in spominke ter pošiljal razglednice. V nacističnem režimu se je potovanje v prostem času nadaljevalo tudi med vojno (vsaj v zgodnji fazi). Predstavljalo je pomemben dejavnik pri ohranitvi morale pri vojnih prizadevanjih. Tako prelomnica za nemški turizem ni bil september 1939, ampak zima 1942/1943 (Stalingrad). Takrat so nacisti spoznali, da preveč Nemcev potuje in da zmaga ne bo prišla skozi koncesije potrošniških želja. Potrebne so postale omejitve, ampak kljub tem so se nekatere oblike potovanj nadaljevale skozi vso vojno (Semmens, 2005).

Zveza sovjetskih socialističnih republik

V kolikor za prva dva obravnavana primera lahko rečemo, da je bilo delovanje države zaznamovano le z enim vodjem, za naslednjega ne moremo. Ruska revolucija je skupna oznaka za vrsto revolucij v ruskem cesarstvu v letu 1917, ki so privedle do razpustitve caristične avtokracije in ustanovitve Ruske sovjetske federativne socialistične republike. Po prvi, februarski revoluciji (marca po gregorijanskem koledarju) je bil cesar Nikolaj II. prisiljen odstopiti, stari režim pa je zamenjala začasna ruska vlada. V drugi, oktobrski revoluciji (novembra po gregorijanskem koledarju) je bila začasna vlada odstranjena in nadomeščena s komunistično vlado boljševikov.
Zveza sovjetskih socialističnih republik (ZSSR ali Sovjetska zveza) je bila formalna zveza (federacija) socialističnih republik, ki je obstajala od leta 1922 do leta 1991. Ime "sovjetska" je prevzela od že ustanovljenih "sovjetskih" republik na njenem ozemlju oz. ozemlju nekdanjega ruskega imperija, ki so imele za svoj "demokratični" temelj sovjete (svete) delavskih, kmečkih in vojaških deputatov (delegatov/odposlancev). Institucija "sovjetov" različnih ravni kot zakonodajnih organov je postala formalnopravni temelj legitimnosti oblasti v Sovjetski Rusiji oz. Sovjetski zvezi, sprva v obliki kongresov sovjetov, ki so jih volili nižji sovjeti, ti pa izvršilne odbore/komiteje sovjetov po upravnih in federalnih enotah, po "stalinski" ustavi, sprejeti leta 1936, pa se je z neposrednimi volitvami sovjetov vseh ravni ureditev približala parlamentarnemu sistemu, s to razliko, da je imela večino deputatov v njih edina dovoljena politična stranka, Komunistična partija Sovjetske zveze, ki je narekovala politično ureditev države in zagotavljala tudi njeno centralizirano upravljanje, kar se je odražalo v njeni asimetrični organiziranosti (za razliko od državnih organov), saj je bil njen centralni komite v Moskvi neposredno nadrejen tako republiškim centralnim komitejem na preiferiji SZ kot tudi regionalnim partijskim organizacijam na ozemlju Ruske federacije.
Lenin je bil ustanovitelj Sovjetske zveze leta 1917 ter njen prvi voditelj od njene ustanovitve leta 1922 do svoje smrti leta 1924. Pod njegovo upravo je Sovjetska zveza postala enopartijska socialistična država, v kateri je vladal komunizem. Kot marksist je razvil varianto te komunistične ideologije, znane kot leninizem. Nasledil ga je Josef Stalin kot generalni sekretar Komunistične partije Sovjetske zveze (1922–1952) in kot premier (1941–1953). Sprva je predsedoval kolektivnemu vodstvu, kot »prvi med enakimi«, do 1930. Sedem let kasneje pa je postal de facto diktator. Pripomogel je k formalizaciji leninistične interpretacije marksizma kot marksizem-leninizem, medtem ko je njegova lastna politika znana kot stalinizem. Po smrti Stalina so se začele razmere le postopoma normalizirati. Po smrti Černenka je bilo nekaterim vplivnejšim možem v partiji dokončno jasno, da je v državi potrebna politična stabilizacija, zato so se oči obrnile k mlajšim članom politbiroja. Leta 1985 je generalni sekretar KP SZ postal Mihail Gorbačov. Partijo in sovjetsko gospodarstvo je

poskušal reformirati z uvedbo reform, ki so jih poimenovali glasnost, perestrojka (prenova) in uskorenje (pospešek). Cilj reform Gorbačova je bila postopna decentralizacija gospodarstva, izkoreninjenje korupcije ter postopna uvedba svobode tiska. Do teh ni prišlo. Leto 1989 je bilo prelomno in lahko rečemo, da je s tem letom tudi dokončno padel komunizem v Sovjetski zvezi. 1991 pa je ta tudi razpadla.

Sovjetski komunizem/socializem

Po Slovarju slovenskega knjižnega jezika (SSKJ 2014):

- Komunízem: brezrazredna gospodarsko-družbena ureditev, ki temelji na podružbljenju proizvajalnih sredstev, odpravi izkoriščanja in delitvi dobrin po potrebah.

Sovjetski komunizem je bil eden najbolj ambicioznih poskusov socialnega inženiringa, znanega zgodovini. Ko je oktobra 1917 prišel na oblast, je boljševiška stranka pod vodstvom Vladimirja Ilicha Lenina poskušala spremeniti vse vidike ruske politike in družbe. Oboroženi z ideologijo marksizma, so začeli z velikim komunističnim eksperimentom, da bi zgradili družbo na bistveno drugačnih načelih od tistih, ki jih je človeštvo doslej poznalo. Ideologija je razglasila ukinitev zasebnega lastništva in zasebnih produkcijskih sredstev. Zavračala je rusko imperialno dediščino z dodelitvijo avtonomije mnogim narodom, ki sestavljajo ljudstvo. Zavračala je tudi tradicijo, ki so jo gojile zahodne države. Uvedla je neposredno moč delavskih mas in širjenje revolucije na vse konce zemlje. V praksi so seveda te ideale ublažile ostre realnosti poskušanja izgradnje socializma v sorazmerno zaostali in izolirani družbi. Komunizem je bil v Rusiji socialni eksperiment v najglobljem pomenu, saj je nepreverjena načela družbene organizacije uporabila ena skupina nad preostalim delom skupnosti. Dvainsedemdeset let je Sovjetska zveza poskušala ustvariti alternativni družbeni red tistemu, ki je prevladoval na Zahodu. V tem primeru je bila ustanovljena neusklajena družba, ki je zavračala politično svobodo, podjetnost in svobodno razmišljanje (Sakwa, 1993).

Turizem v sovjetskem komunizmu

Sovjetski režim pod Stalinovim vodstvom ni naredil veliko, da bi svojim državljanom dal boljše življenje, vsaj kar se tiče boljših pogojev bivanja in zagotavljanja večjih potrošniških dobrin. Zavedal pa se je družbenega nezadovoljstva in povečanih pričakovanj, zlasti po koncu vojne. Večjo pozornost potrebam družbe lahko pripisujemo šele Hruščevemu obdobju. Konkurenca med vzhodom in zahodom je bila več kot samo dirka v oborožitvi. Pomenila je v nekem smislu natečaj, v katerem bi državljanom zagotovili dobro (boljše) življenje. Promocija domačega turizma je bil eden od načinov opozarjanja državljanov o koristih življenja v komunističnem (socialističnem) sistemu ali »raju«. Propaganda je poudarjala zdravilne in neokrnjene aspekte Sovjetske turistične destinacije v nasprotju z umazanimi in degradiranimi mesti na zahodu. Bivanje in življenje na zahodu je nevarno za zdravje. V Sovjetski zvezi je bolj zdravo kot kjer koli drugje (Gorsuch, 2003).
Turizem je bil viden bolj kot sredstvo za krepitev sovjetske identitete. Moskva je vedno dajala veliko pozornost patriotskemu izobraževanju, kjer je turizem imel tudi pomembno vlogo. Državljanu je bilo jasno sporočeno, da samo znotraj meja domovine se lahko zares sprosti in le znotraj teh meja bo vedno dobil toplo dobrodošlico (Gorsuch, 2003).
V Sovjetski zvezi lahko vidimo, da na tem področju imamo dva pristopa, enega stalinističnega, drugega bolj orientiranega na potrebe družbe v post stalinističnem obdobju. V vsakem primeru je bil turizem le propagandno orodje v rokah vladajočega režima.

Socialistična federativna republia Jugoslavija

Socialistična federativna republika Jugoslavija, s kratico SFRJ ali na kratko Jugoslavija, je bila država na Balkanskem polotoku, ki je obstajala med letoma 1963 in 1992. Pod imenom Demokratična federativna Jugoslavija se je oblikovala po 2. svetovni vojni iz ozemlja predvojne Kraljevine Jugoslavije, nakar je leta 1945 spremenila ime v Federativna ljudska republika Jugoslavija (FLRJ) in leta 1963 v dokončno ime SFRJ. Sestavljalo jo je šest socialističnih republik (dotlej Ljudskih republik) in dve avtonomni pokrajini (SR Slovenija, SR Hrvaška, SR Srbija (ki je imela v sestavi avtonomni pokrajini Vojvodino in Kosovo), SR Bosna in Hercegovina, SR Črna Gora in SR Makedonija).
Najbolj prepoznavno ime SFRJ je bil Josip Broz Tito, ki je bil jugoslovanski komunistični revolucionar in državnik, opravljal je različne službe in zasedal najvišje položaje od leta 1943 do svoje smrti leta 1980. Bil je tudi predsednik Socialistične federativne republike Jugoslavije od 14. januarja 1953 do svoje smrti 4. maja 1980.

Jugoslovanski komunizem

Tudi v Jugoslaviji, kot v vseh komunističnih državah, se je vladajoča elita obnašala, kot da bo na oblasti za vedno in seveda, da bodo lahko odločali o vsaki stvari v družbi. Tako so ustvarili sistem, ki je temeljil na totalitarizmu. Jugoslovanski komunisti so v začetku sledili sovjetskemu modelu s strogo centralizirano državo, v celoti vodeno in nadzirano od partije. Po prelomu s Stalinom je Jugoslavija začela delovati bolj pluralistično, zlasti na področju spoštovanja gospodarstva in dodeljevanja določenih omejenih svoboščin. Vse v mejah, da ne bi ogrozilo nesporne oblasti partije. Pojavi se edinstven svetovni eksperiment, na marksizmu temelječe tako imenovano »samoupravljanje«. Seveda tabu tem in nedotakljivih področij je bilo, kot se za totalitarni režim spodobi, še vedno veliko (Dyker in

Vejvoda, 2014). Zaradi jasnosti v spreminjanju sistema lahko zgodovino jugoslovanskega samoupravljanja razdelimo na tri različna obdobja (Jakovljević, 2016, 11-13):

- Prvo obdobje (1949–1963) se je začelo z Navodilom za oblikovanje in delovanje delavskih svetov v državnih industrijskih podjetjih (»Uputstvo za ustanavljanje i rad radničkih saveta državnih gospodarskih podjetij«). To začetno fazo samoupravljanja, ki je bila notificirana v ustavi iz leta 1953, so zaznamovali poskusi odmika od sovjetskega modela »ukaznega« gospodarstva, ki se je vzpostavilo v obdobju tesne povezanosti Jugoslavije z ZSSR (1945–1948).
- Drugo obdobje (1963–1974) se je začelo z novo ustavo, dve leti pozneje pa je sledila obsežna gospodarska reforma. Glavni cilj te reforme je bil oživitev gospodarstva. Z ustavo iz leta 1963 so bili odpravljeni zadnji ostanki centraliziranega gospodarskega načrtovanja, vključno z regulacijo cen in dohodkov. Dobre kot tudi slabe strani tržnega gospodarstva so se skoraj takoj pokazale. Povečala se je industrijska rast in prav tako se je povečala tudi poraba in inflacija.
- Tretje obdobje (1974–1989) se je začelo z ustavnimi spremembami iz leta 1971 in bilo zadnja temeljita organizacijska prenova jugoslovanske družbe, ki so sprožile povečanje federalizma v Jugoslaviji z dajanjem več suverenih pravic republikam. Na najosnovnejši ravni pa je ustava spremenila status delavstva z zamenjavo samoupravljanja z novim pravnim izrazom: združeno delo. Cilj je bil preoblikovati politično ekonomijo države, a so žal mednacionalna trenja to preobrazbo postavila na sekundarno raven.

Turizem v jugoslovanskem komunizmu/socializmu

Titova Jugoslavija je kot turistična država organizirala poletne tabore, socialni turizem in delavne brigade za mlade. Vse z namenom zgodbe o zdravem in srečnem delavcu in za spodbujanje načela »bratstva in enotnosti«. Na ta način so izkoristili počitnice in turizem za ustvarjanje nove jugoslovanske zavesti in preseganje nacionalnih, političnih in verskih razlik, ki so se zlasti pokazale med drugo svetovno vojno. Jugoslavija je imela načrt preobraziti delavca v turista še preden je turizem bil priznan kot sektor vreden naložbe (Rangus in Kurež, 2014).

Po drugi svetovni vojni je Jugoslavija postala izbrana destinacija tudi za mnoge iskalce idealnega političnega sistema. Čeprav bi v takratnem obdobju politične motivacije stežka označili kot motiv za turistično potovanje v določeno državo. Nič nenavadnega ni bilo, da so tudi mladi demokrati in revolucionarji prav iz istih vzgibov potovali v Združene države, Francijo ali Sovjetsko zvezo. Jugoslavija kot svojevrsten eksperiment samoupravljanja ni bila nobena izjema tudi v tem pogledu (Rangus in Kurež, 2014).

Turizem v Titovi Jugoslaviji je služil bolj ali manj potrebam režima v preseganju notranjih trenj različnih narodnosti, pa tudi kot propaganda v tujini o neki vrsti raja na zemlji.

Z gotovostjo lahko trdimo, da je poleg ideološke in propagandne vrednosti režim v turizmu videl tudi nedvomno ekonomsko korist, zlasti v njegovi multiplikativni vrednosti prihodkov. Omeniti je potrebno tudi pridobivanje konvertibilnih tujih denarnih valut, ki so bile za takratne čase še kako pomembne za državo kot je bila Jugoslavija.

Ugotovitve

Že v časih, ko turizem ni bil tako masovni pojav kot je to danes, so obravnavani režimi turizmu namenjali zelo veliko pozornost. Potekalo je načrtovanje, vodenje in tudi nadzor področja. Nedvomno je turizem pomenil pomemben segment ali celo orodje oblasti pri doseganju svojih ekonomskih, zlasti pa ideoloških in propagandnih ciljev.

Sklepna misel

Vsak totalitarni režim se razvije na podlagi volje množic in kot tak je tudi njegov obstoj odvisen od naravne nestalnosti množice. Zelo hitro tone v pozabo, ko se usmeritve množic spremenijo, ko mu niso več naklonjene. Kot tak je potem logično, da se vsak tak režim še predobro zaveda svoje minljivosti. V bistvu je samo vprašanje časa, kdaj bo implodiral in se sesul. Zaveda se, da mu je največja grožnja obstoja ravno grožnja iz vrst množic, njih mobilizacija ali bržkone, že njihova nepodpora. Notranji sovražnik. Tako se je organiziral na vseh področjih delovanja družbe; družina, vzgoja, ekonomija, varnost, vera, propaganda, indentifikacija zunanjega sovražnika … Sistemi se tudi hitro učijo eden od drugega. Tako da »modus operandi« enega kaj hitro postane teorija in praksa drugega.

Verjetno najlepši opis tega prilagajanja da Indro Montanelli: »Nekega dne sem bil pozvan v »Palazzo Venezia«, pisalo se je leto 1932 in imel sem 23 let, ker me Duce hoče videti. Bil sem vzhičen, vstopil sem in se postavil mirno v pozdrav, in Duce, ki se je delal da nekaj piše, me je pustil tako čakati kakih petnajst minut in nato pravi: "Sem prebral vaš članek o rasizmu (napisal sem članek proti rasizmu). Bravo, vsaka čast. Rasizem je stvar za blondince (ni opazil, da sem blond), kar tako nadaljujte. Čez šest let je naredil in sprejel rasistične zakone. Zato ker to je bil Mussolini, rekel je nekaj, a naredil drugo, glede na veter trenutka. Ni ustvarjal vetra, temveč mu je kot dober Italijan sledil.« (Montanelli, n.d.).

Lahko trdimo, da totalitarizmi niso izbirčni pri izboru sredstev za dosego cilja; doseči in obdržati oblast. Leta 2011 je slovenski ustavni sodnik Jan Zobec v pritrdilnem ločenem mnenju o odločbi Ustavnega sodišča Republike Slovenije zapisal (Ustavno sodišče, 2011): "Z ustavnega vidika so totalitarizmi docela brezbarvni in enodimenzionalni. Povsem nepomembno je, za kakšnega se kateri od njih razglaša ali za kakšnega ga imajo njegovi nasprotniki – za "levega" ali za "desnega", za "naprednega" ali za "nazadnjaškega", za "konzervativnega" ali za "liberalnega", za »versko fundamentalističnega« ali za »fundamentalistično ateističnega«. Ustavnopravno so vsi enaki – enaki v svoji biti, v preziru človekovega dostojanstva.«

Da diktatorji še vedno razvijajo turizem je dokaz Belorusija, ki se je pred pojavom pandemije COVID-19 poskušala na veliko odpirati za turizem. Na čelu države je zadnjih 26 let Aleksander Lukašenko, ki celo sam svojo politiko označuje kot avtoritarno in je kot edini poslanec glasoval proti odcepitvi Belorusije od Sovjetske zveze. Belorusija nikdar ni sledila utečeni evropski poti. A Minsk si zdaj obeta, da bo relativno zaprta država lahko kmalu postala vroča turistična destinacija stare celine. Prejšnji teden so iz urada predsednika sporočili, da državljanom 80 držav, vključno s celotno Evropsko unijo in ZDA, ne bo več treba v državo potovati z vizumom (K. S., 2017).

V kolikor odgovorimo na **raziskovalno vprašanje: Ali so totalitarni režimi kakor koli vplivali na razvoj in organiziranje turizma? In če so, zakaj?** V bistvu so vsi totalitarizmi imeli isti način funkcioniranja. Za njihov obstoj je bilo potrebno podrediti ali vplesti v sistem delovanja države celotno družbo; od posameznika do kompleksnejših združb, organizacij ali inštitucij. Tudi področje turizma jim ni bilo tuje, zlasti kot sredstvo doseganja propagandnih ali političnih namenov. Tako se recimo v Italiji pojavi vrsta inštitucij, programov, zakonov na področju turizma ali organiziranja prostega časa, ki so se med seboj tudi prej tako izključevali kot tudi dopolnjevali (po dobri stari italijanski navadi). V Tretjem rajhu lahko opazimo zelo dobro organiziran sistem, z odborom za turizem, zakonom, ki je bil, kot skoraj vsaka stvar v Nemčiji, obravnavan zelo resno. Za boljševike je bila Moskva najlepše mesto na svetu in Sovjetska Zveza najlepša država. Vse drugo ne da je nelepo, je celo nevarno in strupeno. Jugoslovani pa smo se lahko tudi skozi turizem zbliževali z bratskimi narodi, vse od Vardarja pa do Triglava. Tito pa je Jugoslovanski »raj« lahko predstavljal svetu kot uspešen model tretje poti med boljševiki in zahodnimi kapitalisti.

Skratka turizem je bil priljubljeno in uporabno orodje v rokah diktatorjev, da so si z njim dvigovali popularnost med širšimi ljudskimi množicami. Večinoma ni temeljil na ekonomski logiki, ampak je bil bolj kot ne posledica prerazporejanja državnih sredstev. Vsled tega bi ga lahko označili kot populističnega.

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