

## Zbornik gozdarstva in lesarstva 70, s.5 - 29

UDK 674:65.01:(497.12)

Prispelo / Received: 08.01.2003  
Sprejeto / Accepted: 25.04.2003Izvorni znanstveni članek  
Original scientific paper**VPLIV RAVNANJA Z ZAPOSLENIMI IN ORGANIZACIJSKE  
KULTURE NA PRILAGODLJIVOST POSLOVANJA  
SLOVENSКИH LESNOINDUSTRIJSКИH PODJETIJ**

Jože KROPIVŠEK\*

**Izvleček**

Ravnanje z zaposlenimi in njihovimi zmožnostmi ter organizacijska kultura imata pomemben vpliv na zagotavljanje (spremenljivemu) okolju prilagojenega in prilagodljivega poslovanja. To seveda velja tudi za (slovenska) lesnoindustrijska podjetja. Teoretično je ta vpliv povezan predvsem z znanjem, prek katerega je vzpostavljena (praktična) povezava z inovativno dejavnostjo, izrabo zmožnosti zaposlenih, njihovim izobraževanjem in usposabljanjem ter odnosi med njimi. S teoretično analizo smo ugotovili (potrebne) spremembe na obravnavanem organizacijskem področju, ki so predvsem posledica sprememb v okolju. Teh sprememb je veliko, niso pa vse enako pomembne. Glede na ugotovljene pomanjkljivosti v slovenskih lesnoindustrijskih podjetjih, ki smo jih ugotavljali s pomočjo metode klasičnega vprašalnika, smo poiskali in nakazali možne rešitve trenutnega stanja v teh podjetjih, kar je bil tudi eden izmed ciljev te raziskave.

**Ključne besede:** ravnanje z zaposlenimi, lesnoindustrijsko podjetje, organizacijska kultura

***THE IMPACT OF HUMAN RESOURCES MANAGEMENT AND  
ORGANIZATIONAL CULTURE ON ADAPTABILITY OF SLOVENIAN  
WOOD-INDUSTRY FIRMS******Abstract***

*Human resources management and organizational culture have a significant impact on assuring adapted and adaptable business operations due to (changeable) environment. This fact is also evident in (Slovenian) wood-industry firms. Theoretically, this impact is associated with knowledge, which is in practice closely linked with innovativeness, exploitation of the employees' s abilities, their training and with relationships between employees in the firms. Thus, the theoretical analysis in this article shows (needed) organizational changes in discussed topics as a result of many changes in the environment. Many such changes were found which, however, are not equally important. In view of some deficiencies established in Slovenian wood industry firms with the aid of the opinion pool method, we have indicated possible solutions for the current situation in those firms. This was one of the main objectives of the carried out research.*

**Key words:** *human resources management (HRM), wood industry firms, organizational culture*

---

\* Biotehniška fakulteta, Oddelek za lesarstvo, Rožna dolina c. VIII/34, 1001 Ljubljana, SVN

**VSEBINA**  
**CONTENTS**

<b>1</b>	<b>UVOD</b>	
	INTRODUCTION .....	7
<b>2</b>	<b>HIPOTEZA IN CILJI</b>	
	HYPOTHESIS AND OBJECTIVES.....	8
<b>3</b>	<b>METODE</b>	
	METHODS .....	9
<b>4</b>	<b>REZULTATI IN RAZPRAVA</b>	
	RESULTS AND DISCUSSION.....	10
<b>5</b>	<b>ZAKLJUČNA DISKUSIJA</b>	
	FINAL DISCUSSION.....	23
<b>6</b>	<b>ZAKLJUČKI</b>	
	CONCLUSIONS .....	26
<b>7</b>	<b>SUMMARY</b> .....	26
<b>8</b>	<b>VIRI</b>	
	REFERENCES .....	28
	<b>ZAHVALA</b>	
	ACKNOWLEDGEMENTS.....	29