

Dynamic Growth of People and the Organisation: Innovation from Slovenian Practice

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In our modern environment, added value emerges from creativity and innovativeness, whereby relationships, rather than functions and processes, act as the basis of organisation. The Vibacom company innovation is a model of business system evolution and with it the comprehension of performance levers relative to the company's development phase. The model was of crucial importance in establishment of the "Zlata nit" (Golden Thread) methodology, which is used to measure the quality of relationships between the organisation and its employees. The analysis and statistical data obtained from Zlata nit provide a credible basis and assist the management in the transformation of the organisation towards the objective-oriented development of skills, as well as a modern and dynamic organisational culture.

The Zlata nit survey, having established a database that includes 73,537 employees from 347 companies, sets the relationship between the employee and the organisation at the focus of the measurement. The employee questionnaire comprises 45 questions divided into seven thematic sections among them: the basic relationship between the company and the employee, the role and quality of an individual's work in the company, the characteristics of organisational culture, personal growth and development, and employee emotional commitment. Based on the model, the measured quality of relationships is correlated with the company's business performance. On the basis of a Balanced Scorecard (BSC), the model examines marketing, financial and innovation indicators, as well as the indicators of human resources management.

Paradigms derived from the Zlata nit survey data have shown that higher quality of relationships is correlated with higher performance. According to Dr Matevž Raškovič, Faculty of Economics, and Rok Koželj, MSc, Gea College, companies reaching above-average results in terms of passionate commitment from their employees achieve 53 per cent higher added value per employee, their wages are 17 per cent higher than average, and they ascribe an 18 per cent higher importance to long-term relationships and trust (in the eyes of their customers). Moreover, four per cent more market leaders are found among such companies.