

## ANALYSIS OF FLUCTUATION AND ABSENTEEISM IN PRODUCTION ENTERPRISES IN THE CITY OF BOR

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### Abstract

This paper work has aims to analyze fluctuation and absenteeism, also the extent to which employees are satisfied with their work, and the reasons why they leave the organization and the reasons why employees are absent from work. Workforce fluctuation and absenteeism are some of the most important attitudes towards work and work organization, which affect the motivation of workers, and indirectly the outcomes of some forms of work behavior. The research for this paper work was conducted on the territory of the city of Bor, and it refers to job satisfaction as the basic element that has the greatest impact on the behavior of employees in the organization.

**Key words:** *fluctuations, absenteeism, job satisfaction, leaving the organization, absence from work*

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### 1. INTRODUCTION

Every organization, or any form of enterprise, is basically made up of people, who are united in certain groups, in order to achieve certain goals. Individuals and groups, within the organization, enter into different types of relationships, which can be formal and informal, and can be connected by certain interests. Accordingly, within human resource management, in addition to the educational approach, there must be a sociological approach.

Successful organizations around the world view employees as their primary development resource. Motivation and employee satisfaction are becoming the basis of a modern organization. Among the most important aspects of work behavior that organizations want to influence are certainly employee turnover and absenteeism. The goal of every work organization, both for-profit and non-profit, is to ensure the highest possible productivity of employees and to reduce the turnover of quality staff to a minimum. For that reason, the subject of this paper is focused on these two aspects of work behavior, and their connection with the above attitudes towards work and work organization.

Job satisfaction has been observed in two aspects in previous research. On the one hand, the authors sought to determine the factors that condition it, and on the other hand, the consequences of job satisfaction or dissatisfaction on mental and physical health, productivity, absenteeism, turnover and various other forms of work behavior were examined. As personal potentials change over the years, the change in work potentials is in step with the development of new technologies and globalization. Therefore, the factors that affect the ability to work are constantly changing. Initially, research into the causal

factors of job satisfaction implied the existence of only one general factor, but later the indisputable fact was confirmed that there are many factors that affect job satisfaction. They act interactively and change depending on the individual, work situation, characteristics of the organization, superiors and the like (Joković et al., 2018).

## **2. THEORETICAL PART**

### **2.1. Workforce fluctuation**

Labor fluctuation is a complex psychological and social phenomenon, caused by a combination of social, economic, technological, psychological and other factors. From a psychological point of view, fluctuation is seen as a form of avoidance, dissatisfaction, as well as maladaptation to the work situation. Most often, a worker leaves the collective when he is dissatisfied with something or when another work organization gives him a better chance of meeting certain expectations. If we look at fluctuation as a process, it means that the final decision is preceded by a longer or shorter period of dissatisfaction. It can be concluded that fluctuation means self-initiated leaving of the collective, which usually occurs because of dissatisfaction and expectations that the other work organization will satisfy them more and more adequately (Gidens, 2003).

The amount of fluctuation is expressed as a quantitative expression of the relationship between the number of workers who left the work organization and the average number of employees in that organization. Such results show whether the fluctuation is high or low.

To find out the factors and causes of fluctuation, a specific procedure is applied in the form of an exit interview, which according to the degree of standardization can have different forms from unsystematic to standardized. It analyzes only the end result of the process, while the essence, the course of dissatisfaction and the final decision to leave remain undiscovered and unknown.

The interest of theorists and practitioners in studying employee turnover stems from the knowledge that this is a very important and potentially expensive phenomenon that describes the end result of the decision-making process. The topic that has been attracting the attention of many analysts in the last few decades is the attempt to answer the question of what influences the employee's decision to leave his previous job. Despite the lack of a single answer, organizations and organizational theorists are concerned about understanding the reasons for (involuntary) leaving the organization because each form of abandonment entails significant costs that burden the overall organizational business. When employees decide to leave the organization voluntarily, its overall efficiency decreases for a number of reasons, including loss of knowledge and skills of outgoing employees, or an increase in the cost of recruiting, selecting and training new ones (Mihajlov et al., 2020).

At first glance, it may seem to some that the turnover does not cost the company anything, in the sense that one employee left and another came to his job, who continues to work for the same salary, which means that the total labor costs remain unchanged. However, this forgets the time it takes to replace one employee with another, as well as the costs incurred on that occasion. There is no pre-determined limit beyond which fluctuations are considered high because the conclusion as to whether fluctuations in a company are high or not depends on the size of the company and the business it is engaged in. In principle, companies that have a harder-to-replace workforce are more affected by higher turnover than companies whose workforce is easily replaceable.

Recruitment is one of the key steps in retaining employees in an organization. Too many people are looking for jobs that are not in line with their education, experience, competencies and behavior, and employers are unwilling or unable to determine which

candidates are properly suited to the jobs offered. McNally argues that high rates of absenteeism and fluctuations can be avoided by creating a realistic job overview. This implies quality design of the job, apropos defining the nature of the job, which requires a detailed and precise analysis of the needs of the job within the job description and the necessary qualifications through the specification of jobs.

All job details (compensation, benefits, working conditions, managerial style, challenges and all requirements) must be clearly defined in advance as well as expectations from employees, at least orally and informally, if there is no official document to convey such information. Since expectations have a distinct influence on the feelings, attitudes and intentions, it is important to examine the expectations of employees from the workplace and the organization. Holtom emphasizes that time is an important determinant of monitoring expectations, and advises examining expectations when entering an organization and examining expectations from future organizations of already established employees, explaining that future expectations determine current and future behaviors (Živković, 2020).

## 2.2. Types of fluctuation

Numerous studies of the work environment have proven that there are various types of fluctuations, for example inevitable, voluntary, useful, useless, internal, external and others. And the most attention with researchers is inevitable and voluntary.

*The inevitable fluctuation* implies the departure of human resources from the company due to force majeure. These are reasons that we cannot influence, such as: retirement by force of law, severe disability, death, joining the army or serving a prison sentence, then marrying or getting married outside the workplace, climate and health problems, nostalgia for family and fig.

*Voluntary fluctuation* is one that, as a rule, can be influenced by certain corrective factors, and it is the subject of various researches, primarily economic, sociological and psychological. The main characteristic of this type of fluctuation is that it mainly causes negative consequences on the business plan and the achievement of the company's goals (Keranović, 2005).

The term fluctuation is often used in different meanings, so some authors avoid it, taking in their opinion more precise terms such as leaving or leaving the organization. This is because the term fluctuation often means not only those who have left the company but also their replacements, therefore the total movement from the organization and in the organization. However, according to the narrower definition, fluctuation is any permanent departure from the organization. It arises due to resignations, transfers from organizational units, dismissals, retirement, death and the like. Departures are what need to be determined when planning and determining human resource needs. There are two basic forms of fluctuation: intentional and unintentional.

*Intentional fluctuations* include: dismissal from the organization based on the personal decision and wishes of the person leaving or due to organizational needs. It can be controlled, that is, the organization can influence the facts that condition it.

*Unintentional fluctuations* are caused by departures from the organization: due to retirement, death, therefore those forms of departure that cannot be influenced by either an individual or an organization (Bahtijarević, 1999).

### 2.3. Fluctuation factors

Fluctuation exists in every company, regardless of its size, activity, technical equipment, location and the like. It exists to a greater or lesser extent in every organization, company, institution. It depends on numerous factors: the character of the economic system, the level of employment or unemployment, capacity, accumulative and reproductive capabilities of the company, its location, natural distribution of profits, the nature of interpersonal relationships, psychological characteristics of human resources and the like. All these factors can be grouped into three groups: external, internal and personal (Rajkov et al., 1996).

*External factors of fluctuation* are all those factors over which the work organization has no direct influence and control. These are actually external factors and these factors include: the character of the socio-economic system, the level of employment or unemployment, the company's capacity, the company's location, the seasonal nature of business and the like.

*Internal fluctuation factors* are all those factors that are directly related to the work and business of the company. They refer to the internal, physical and social conditions of the working environment. These factors include: branch of activity, company size, character and content of work, salary, physical conditions of the working environment (microclimate, lighting, noise, noise and vibration) and finally the social conditions of the working environment (management and interpersonal relations).

*Personal fluctuation factors* are directly related to the personality of employees, their biological and work characteristics, these factors relate to the characteristics of employees such as: gender, marital status, age, qualifications, length of service and the like (Marković et al., 2009).

### 2.4. Absenteeism

In a business organization, absenteeism deals with the phenomenon of absence of employees from work on different grounds, with different motivation, causes and consequences for employees, but also for the organization itself. The extent to which absenteeism will exist in a business organization depends primarily on the integration of human resources of that organization, the existence of organizational or corporate culture, leadership style, and the existence of a positive work atmosphere (Frančesko et al., 2008).

Absenteeism to a certain extent and form exists in every organization. If it is unjustified and arbitrary, it is the most obvious indicator of a problem in an organization, and because of its easy observation and clear parameters that define it, the management of each organization can approach in-depth analysis of motives that led to absenteeism. Those indicators. Of course, not all absences from work are unjustified and arbitrary, but there are justified or forced absences, but if you look at the classification of these absences, and determine the extent to which they are represented, as in the case of unjustified and voluntary absences, you can get valuable, fast and reliable indicators of employee dissatisfaction with the organization, or management. When the causes of absenteeism are determined, depending on the type and factors, an analysis of organizational and managerial relations must be approached.

Absence from work is a rare phenomenon that is given little importance. Frequent absences of workers from work processes adversely affect costs as well as the overall productivity of the business system, which ultimately results in the competitiveness of the final product or service. In most cases, the employer sees only the direct costs of leave (for example, sick leave), while other (indirect) costs are usually not taken into account by the employer. Indirect costs such as replacement costs (education, management hours for additional

supervision), administrative costs and costs associated with declining productivity are very difficult to understand without specialized knowledge and skills. As a result, employers generally declare the costs of absences immeasurable, small and difficult to manage without affecting the organization and cost of labor. Previous models of absenteeism control were mostly repressive in nature and most often negatively affected the organizational culture and reputation of the employer in the context of socially responsible business. With repressive control, absenteeism is initially reduced, while real costs rise rapidly, and organizational culture deteriorates at the same time. In order to counteract the above, it is recommended to introduce such measures and activities that result in significant financial savings while increasing employee satisfaction and improving the overall efficiency of the organization (Ilić, 2020).

From the point of view of an individual, frequent and unjustified absences mean dissatisfaction, insufficient attachment to work and involvement in the work organization, or they can be a way of solving some family or material problems. There are different definitions of absences, but most often absence means self-initiated, temporary interruption of work, ie. absence of a worker lasting at least one working day.

Absence from work, ie. absenteeism, is the most important parameter to be monitored, along with the fluctuation of the workforce. The reason for that is that high absenteeism has a negative effect not only on colleagues and superiors who have to deal with a larger volume of work, but ultimately on the company's profit. Namely, when it comes to the costs incurred due to the use of sick leave, then, in addition to the payment of sick leave borne by the employer, one should take into account the possible costs of temporary employees who are replaced, additional engagement of managers dealing with replacement instead of more constructive jobs. We should not forget the missed opportunities, such as lost sales, decline in the quality of services, which all reduces the company's revenue.

## 2.5. Types of absenteeism

There are different types of absenteeism in every organization, because employees are absent for different reasons. These absences can be divided into two categories:

- justified or forced absences, and
- unjustified or arbitrary absences.

*Justified absences* include absence from the organization on various grounds: illness (treatment, rehabilitation, including various occupational diseases and injuries at work), motherhood (pregnancy, childbirth, raising a minor child, etc.), going to military service, participating in military exercises, response to a call from a state body, suspension from work due to breach of duty, annual leave, paid and unpaid leave, and finally an agreement with the organization, ie. the superior manager.

*Unjustified or arbitrary absences* are exclusively related to the employee's will not to come to work or to the organization. These are absences without agreement and justification.

Solving the problem of absenteeism in the organization is important for several reasons:

- Absenteeism reduces the productivity and profitability of the organization and its management;
- makes it difficult to achieve strategic goals, primarily the organization of the total quality;
- weakening of competitiveness in the domestic and foreign markets;
- makes it difficult to plan human resources for expected tasks;
- indicates the symptoms of the problem and the specific disease of the organization that is it most often manifests itself in the high costs of replacing abstainers, by

training new ones workers, by introducing them to work, all through the so-called “Lost profits”.

## 2.6. Factors of absenteeism

As with fluctuation, absenteeism is affected by certain factors, which can be classified into external, internal and personal (Tanasijević, 2007).

*External factors* of absenteeism are objective in nature and include:

- the character of the socio-economic system;
- employment rate, ie. unemployment rate;
- migration;
- location of the organization and the nature of its activities.

*Internal factors* of absenteeism are those that are directly related to the work and business of the organization. These factors include:

- size of the organization;
- character and content of the paper;
- amount of rent;
- microclimatic working conditions;
- interpersonal relations and management system.

*Personal factors* of absenteeism refer to the characteristics of employees, such as gender, marital status, age, education, work experience and the like.

Before deciding what to do to reduce absenteeism, he takes sick leave or for what reasons he is most often absent from work in a certain company. Namely, useful information is whether it is an extremely physically and mentally difficult and stressful job, whether mothers with small children or middle-aged employees who take care of old parents predominate among the employees. Or maybe they are very young employees, without family obligations, who thus make themselves an extended weekend that they use for travel and entertainment. Or it is a company in which there is a mentality of overemphasized rights, according to which employees look at how to take as much as possible from the company, and do not look at how they will contribute to the company's success. In such companies, employees believe that the company exists because they would have a job and receive a salary (Keranović, 2005).

Strategies to reduce absenteeism aim to increase employee motivation to keep absenteeism to a minimum. This can be achieved in different ways: enriching work, improving selection, harmonizing work requirements, opportunities and interests of executors, democratic leadership style, open communication between superiors and subordinates, valuing, rewarding and giving bonuses for accurate job arrivals, designing and creating healthy working environment, establishing counseling and assistance programs in solving personal and family problems, implementing stress reduction programs, providing recreation, sports and other activities in order to achieve employee loyalty (Rodić, 2020).

### 3. RESEARCH RESULTS WITH DISCUSSION

In order to research job satisfaction, as the basic element that achieves the greatest impact on the behavior of employees in organizations, 112 workers were surveyed in the city of Bor. The survey was conducted in the production dependent companies of one company from the territory of the municipality of Bor. In this paper, we will examine how a random sample of employees perceives their work and how satisfied they are with it, and whether it can be noticed that someone in their organizations deals with human resources. Is human resource management in use in this organization, and are employees satisfied and motivated, and what motivates them given their position in the organization. The research was conducted both among managers and staff, where based on the results obtained, a comparison can be made of how different employees, managers and staff look at the reasons for turnover and absenteeism.

The main method in this research is a random sample survey, where the questionnaire is anonymous, and an analysis of the results obtained based on the collected data was performed. For the gradation of the obtained answers, the Likert five-point scale was used, where 1 mean "completely disagree" and 5 "completely agree". The questionnaire consists of two parts, where the first part consists of 5 questions that provide demographic data on respondents such as gender, age, level of education, occupation and place of residence, and the second part consists of 25 questions divided into 4 groups.

According to the gender structure of the total of 112 respondents, 71 respondents (63%) are male and 41 respondents (37%) are female.

Regarding the age structure, the largest number of respondents is between 46 and 55 years old and a total of 31 respondents from that age group (28%), followed by respondents aged 36-45 years, a total of 28 respondents (25%), the age group 26-35 has 24 respondents (21%), the next group is 18-25 years old and it has 15 respondents (13%), and the smallest number of respondents has an age group of 56 and over, 14 respondents (%).

In the educational structure of respondents, out of a total of 112 respondents, the largest number has a high school, a total of 52 respondents (46%), and only one respondent has a doctorate (1%), 4 respondents have a master's degree (4%), a total of 34 respondents have a university degree (30%), and finally 21 respondents (19%) have a college degree.

By years of service, the largest number of respondents has more than 20 years of service, a total of 44 respondents (39%), followed by respondents with work experience ranging from 10 to 20 years, a total of 31 respondents (28%), 19 respondents (%) have work experience between 3-10 years, followed by respondents with work experience from 1 to 3 years, 11 respondents (10%), and the smallest number of respondents 7 (6%) have up to one year of work experience.

Among the managers with a total of 40 managers, top management has 8 managers (7%), and 32 managers (29%) are middle managers, and finally the staff that includes the largest number of respondents, a total of 72 respondents (64%). For each of the above criteria, the obtained results are presented in percentage in Table 1.

**Table 1.** Demographic data of respondents

Demografske varijable	Kompozicija uzorka	
	Kategorije	Procenat (%)
Pol	muški	63
	ženski	37
Godine starosti	od 18 – 25 godina	13
	od 26 – 35 godina	21
	od 36 – 45 godina	25
	od 46 – 55 godina	28

	preko 56 godina	13
Stručna sprema	srednja škola	46
	viša škola	19
	fakultet	30
	magistratura	4
	doktorat	1
Godine radnog staža	do 1	6
	od 1 – 3	10
	od 3 – 10	17
	od 10 – 20	28
	preko 20	39
Pozicija u preduzeću	radni kadar	64
	menadžment srednjeg nivoa	29
	top menadžment	7

In addition to the five criteria within the demographic data, the second group of questions was analyzed, which refers to whether the organizational system is the reason for leaving the organization, management, i.e. superiors, whether colleagues are the reason for leaving, whether absences from work (justified and unjustified) indicator of employee dissatisfaction.

### 3.1. Organizational system as a reason for employees to leave the organization

The most common reason why employees leave the organization is the organization itself, ie the organizational system is the reason for their departure, because employees do not have the opportunity to advance within that organization, working conditions are bad, the management is not ready to invest in staff, and there is no possibility for training. the amount of income is low and there are many other reasons why employees leave the organization, and the reason is the organizational system. By surveying employees, both managers and staff, we came to the results that reflect the current state of influence of the organizational system as a reason for the departure of employees.

*Employees do not have the opportunity to advance within the organization.* When asked whether employees do not have the opportunity to advance within the organization, the largest number of surveyed workers gave a positive answer, i.e. 32 respondents (28%) answered that they partially agree with this statement, while 28 respondents (25%) partially disagree, 21 the respondent (19%) completely agreed, 19 (17%) completely disagreed, while 12 (11%) remained neutral.

*Management is not ready to invest in staff - small opportunities for the development of professional knowledge.* When asked whether there are few opportunities for the development of professional knowledge, the largest number of respondents, 31 (28%), partially agree with this statement, while 25 respondents (22%) partially disagree.

*Lack of benefits as a problem of the organizational system.* When asked whether the lack of benefits is a problem of the organizational system, the largest number of respondents, 71 respondents (64%) partially or completely agree with this statement, which is more than half of the surveyed workers, concluding that lack of benefits is a problem of organizational system in accordance with the opinion of the employees themselves.

*The amount of income is low in relation to the income that employees have in similar or the same jobs.* Whether the level of income in relation to the income of employees in similar or the same jobs is satisfactory, 66 respondents (59%) out of a total of 112 surveyed workers agree.



### **3.2. Management - assumed as the reason for the departure of employees from the organization**

One of the reasons for employees leaving the organization, or their leaving the organization is management or superiors, because superiors favor certain employees within the organization, because employees have poor communication with superiors, there is conflict with superiors or perhaps because superiors do not understand employee problems. *Supervisor favors individual employees within the organization.* When asked whether the superior favors certain employees within the organization, 30 respondents (27%) believe that this is the case and agree with the statement, while 29 respondents (26%) took a neutral position, and only 9 respondents disagreed with this claim.

*Poor communication with superiors.* When asked if poor communication with superiors is the reason why employees leave the organization, 33 surveyed workers (29%) took a neutral position on this statement, while most of the 48 surveyed workers took the position that they agree with this statement and it represents almost 50% of respondents.

*Conflict with superiors.* When asked whether the conflict with their superiors was the reason why employees left the organization, the largest number of surveyed workers took a neutral position 37 (33%), while 21 (19%) respondents agreed or disagreed with the statement.

### **3.3. Colleagues as a reason for leaving one job and moving to another**

A good relationship with colleagues at work is important because of a good work atmosphere. Colleagues at work have the same effect on men and women, but it turned out that those women who are in leading positions in a certain company fare worse, while with men in leading positions, things are different. Unlike women in the same positions, they have the same number of good colleagues, while women very often do not have the support of colleagues. Regarding colleagues, the most common reasons why employees move from one job to another are conflict with colleagues, poor communication with colleagues, laziness of colleagues, and mobbing by colleagues.

*Conflict with colleagues.* Whether the conflict with colleagues is the reason for the departure of employees from one job to another, 32 (29%) respondents are neutral, while 33% of respondents are completely or partially inconsistent with this statement.

*Poor communication with colleagues.* When asked whether poor communication with colleagues is the reason why employees leave one job to another, 15 (13%) respondents completely agree, while 11 (10%) completely disagree with it, while as many as 29 (26%) respondents the worker has a neutral attitude.

*Sexual harassment.* Based on the results obtained, the largest number of respondents 29 (25%) are neutral on sexual harassment, and 45 respondents (41%) are completely or partially inconsistent with this statement, while 26 surveyed workers (23%) said that it was completely agree that sexual harassment is the reason why employees leave their jobs.

### **3.4. Absences from work (justified and unjustified) as an indicator of employee dissatisfaction**

As a consequence of employee dissatisfaction, there are justified and unjustified absences from work. Absences lose an average of 10% of working time. More short-term absences cause bigger problems for the organization than one long-term absence, because with more short-term absences, the organization cannot be reorganized. The reasons why employees are absent from work are dissatisfaction with the work performed, paid leave, small benefits, difficulties caused by occupational diseases, clear instructions on the tasks that employees should perform and other reasons.

*Impossibility of advancement and professional career development.* When asked whether employees are absent from work because they do not have the opportunity for career development, almost 50% of respondents gave an affirmative answer, 36 respondents (33%) partially agree with this statement while 16 respondents (14%) fully agree. The same number of 16 respondents (14%) completely disagrees with this statement.

*Dissatisfaction with the work being done.* When surveyed, when asked if employees are absent from work because they are dissatisfied with the work they perform, the largest number of surveyed workers, 51 (45%) expressed their partial or complete agreement with this statement, while 34 respondents (30%) took a neutral attitude.

*Poor results of the organization and low compensation of employees as a reason for absence from work.* Based on the question asked in the research, it can be concluded that the poor performance of the organization and low compensation of employees are the reason why the employee is absent from work. Most of the surveyed workers partially agree with 36 (32%) and completely agree with 24 (21%) with this statement.

#### 4. CONCLUSION

The human factor in the organization is an unavoidable and most important resource. It consists of smaller or larger groups of people with all their differences, smaller or larger abilities and needs. With quality management, it is possible to reconcile all differences and make the most of them. Successful coordination of these two sectors can compensate for some other shortcomings in the organization. Good interpersonal relationships are difficult to create, but once they are established, they need to be maintained and improved. The governing role has a decisive role in that. She must, by personal example, promote the creation of a pleasant working atmosphere and good interpersonal relationships. If interpersonal relations are bad, the first person, i.e., the manager, is most responsible for that (Radosavljević et al., 2007).

The problem of measuring organizational performance signals the orientation of companies towards quality, achieving business excellence in their organizational performance primarily by focusing on people. The key performance of measuring the quality of human resources in the organization is primarily employee satisfaction and evaluation of their success. Employee satisfaction can be measured through subjective assessments of employee satisfaction with certain aspects of membership in the organization or objective, turnover and work absenteeism. Performance appraisal is measured using a variety of methods and techniques with the participation of multiple evaluators. In this way, a complete picture of employees is obtained, which creates a basis for compensation, further training, promotion, selection.

Successful organizations around the world view employees as their primary development resource. Motivation and employee satisfaction are becoming the basis of a modern organization. At the same time, special emphasis is placed on job satisfaction, as a significant indicator of job stimulation and the overall work dimension, because a satisfied worker is less absent from work,

and even less thinking about leaving the organization. Job satisfaction is often seen in empirical research and practice as an important indicator of work motivation. Fluctuation and absenteeism are conditioned by job satisfaction and dedication or dedication to work, and if these two conditions are not met, there is a distance from work.

Respondents cite working conditions, insufficient and inadequate work incentives and insufficient job security as reasons for dissatisfaction with work. The majorities of respondents who assess that they are satisfied with their job cite independence in work and love for work as reasons. In order to see the level of job satisfaction, and thus the fluctuation and absenteeism in organizations in our country, a survey was conducted in the

city of Bor. The research tried to come up with data that will indicate at what level employees are satisfied with their work, and what the reasons are why they leave the organization and why they are absent from work. The research was conducted both among managers and among the working staff, who expressed their opinion on various performances that define fluctuation and absenteeism. Based on the obtained results, it can be noticed that the opinions of the manager and the working staff on certain elements are divided, while on some they are completely in agreement. Motivation as one of the most important elements in human resource management is at the lowest level. The obtained results indicate that very little attention is paid to motivating employees, and this attitude was taken by both managers and staff.

It is necessary to pay special attention to the organization in the way in which employees are rewarded, promoted and to pay attention to the development of staff within the organization, which would further lead to a high degree of success of the organization itself.

## ANALIZA FLUKTUACIJE I APSENTIZMA U PROIZVODNIM PREDUZEĆIMA U BORU

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### Izvod

Ovaj rad ima za cilj da analizira fluktuaciju i apsentizam, odnosno u kojoj meri su zaposleni zadovoljni svojim poslom, i koji su to razlozi zbog kojih oni napuštaju organizaciju i zbog kojih razloga zaposleni odsustvuju sa posla. Fluktuacija radne snage i apsentizam predstavljaju neke od najznačajnijih stavova prema radu i radnoj organizaciji, koji utiču na motivaciju radnika, a time posredno i na ishode nekih oblika radnog ponašanja. Istraživanje za ovaj rad je sprovedeno na teritoriji grada Bora, i odnosi se na zadovoljstvo poslom kao osnovnog elementa koji ima najveći uticaj na ponašanje zaposlenih u organizaciji.

**Ključne reči:** fluktuacija, apsentizam, zadovoljstvo poslom, napuštanje organizacije, odsustvo sa posla

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