

## MANAGEMENT OF SOCIAL LINKS - FLUCTUATIONS AND ABSENCES

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**Abstract.** Fluctuation is a natural phenomenon which every organization must deal with. Early observation of increased unwanted fluctuations (but also absence) and detection of reasons that cause it, can help the organization to solve them. Paper identifies the causes of fluctuations and absences in a particular company and suggests appropriate measures for gradual reduction using the necessary tools of motivation.

**Introduction.** The employee is the most important component of the organization and is irreplaceable for the success and prosperity of the organization. Supply and demand of labor in the labor market raises the movement of employees between organizations. Human Resources Department must respond to this situation, because its role is to ensure the necessary staff with the qualification. In case, that the employees are leaving job, organizations have problems and the costs associated with recruitment, adaptation process and initial training of new employees. Leaving job - fluctuation - happens in all organizations. Fluctuations and the absence of work are the main issues in the context of managing social relationships in the workplace.

Modern society is characterized by the movement of people in the social structure. This social mobility between the organization and other social unit is called fluctuation, which consists of employees leaving the organization. Some fluctuation is a necessary part of the organization's existence. It is closely related to implementation of technical, economic and organizational changes. [2]

The concept of fluctuation can be divided by [3] into four basic groups:

- a) as a change of company,
- b) as a departure of a worker from company,
- c) as a "circulation" of employees in the company,
- d) as a change of workplace.

According to [5] the effective fulfillment of basic tasks, of managing social activities, requires wide variety of different acts, which are usually referred to as a personnel function. They fulfill content of human resources management, which changes dynamically. [6, 7]

**Objectives and methodology.** In the presented text, we aim to identify the causes of fluctuation and absences in the company Slovak Post (Slovenska posta, a.s.) and on this basis propose appropriate measures for their gradual reduction using necessary social management tools, for example motivation.

In the paper we are using the definitions of [4].

For the need of objectification we use questionnaire survey and analysis of the state and plan of employees (2008-2010) We also use comparison of working time utilizability in the selected period as well as the comparison of rates of unwanted fluctuations according to the working activities (fluctuation rate).

A questionnaire survey was done in the sample of 150 employees in the Slovak Post (SP, a.s.).

**Achieved results and discussion.** Departure of the employee is often perceived as a direct unwanted loss, because it can be seen as a lack of social relations management.

Employment of employees is monitored by employee structure indicator. The most important synthetic indicator of the recruitment business is the average recorded and average recalculated number of employees.

Since 2008, the number of employees has declining trend across the entire company and also within its individual departments. Development of employment in 2010 affected the implementation of organizational changes in order to rationalize and optimize the work activities aiming to effective and operational management. [1]

Gender is one of basic factors of employees division. A characteristic feature of employment in SP, a. s. is its feminization. At the end of 2010 from total number of 15,229 employees were 12,629 women (82,93%). The negative sides of employing women were:

- a) maternity leave,
- b) more frequent absences because of accompanying family members for treatment or examination to a medical facility,
- c) treatment of underage children.

Till September of 2009 SP, a.s. was watching fluctuation divided into: way and purpose of termination of employment, job responsibilities, age of employees, working years in company and education. Since that date, company pulled back of that fragmentation and started monitoring only the total fluctuation.

Calculated fluctuation rate represents the value of 3,94%. This low rate is related with a period of crisis in Slovakia. Table 1 shows selected values of fluctuation rate and of unwanted fluctuation rate quarterly.

**Table 1 - Selected indicators of fluctuation in % (2010)**

Indicator	1 Q	1 - 2 Q	1 - 3 Q	1 - 4 Q
Fluctuation rate	1,9 6	6,63	9,33	11,17
Unwanted fluctuation rate	0,7 0	1,48	2,99	3,94

Big percentage difference was affected by organizational changes in the organization. This was most reflected in the month of April and May 2010.

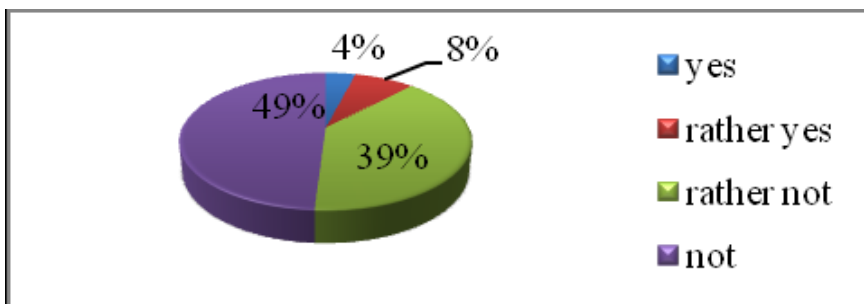
The results of the questionnaire survey specified development factors of fluctuation as well as absences assumptions. We present processing of selected questions.

*Opinion on corresponding salary*

The result on this issue is understandable. 88% of respondents answered "no" and "rather not", therefore (in their opinion) salary does not correspond to their job description (see Chart 1). Salary is also one of the first reason for which employees leave the companies. This problem has to be seen in the context of deterioration of living conditions and increase the average standard of living, but also in relation to increasing unemployment and decreasing numbers of jobs

It is necessary to realize that unresolved salary is a significant factor of fluctuation and negative tool of social relationships management.

*Figure – 1 – Opinion on corresponding salary*

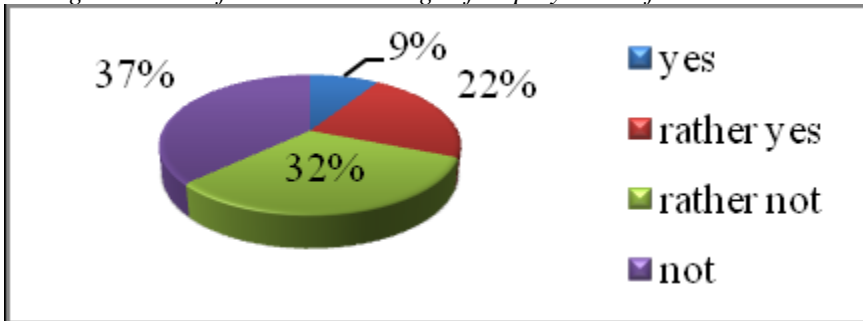


Source: own processing

*Satisfaction with a range of employee benefits*

69% of respondents answered negatively to this question (Figure 2), only 9% of respondents are clearly satisfied with the range of employee benefits,. Although this factor represents a high risk of fluctuation, its impact is relatively lower than in the factor of salary.

Figure 2 - Satisfaction with a range of employee benefits

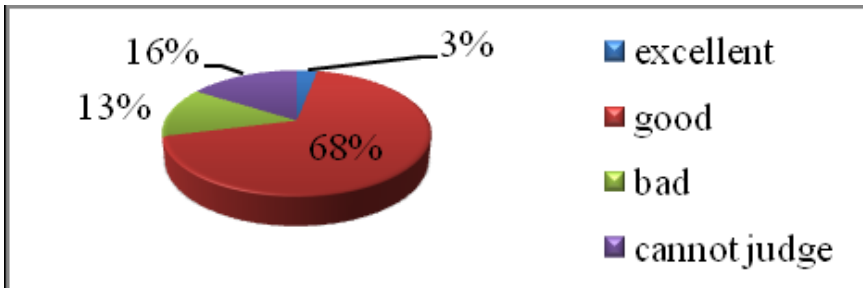


Source: own processing

*Opinion on relationships between employees in the workplace*

The majority of respondents are satisfied with the working relationship between employees. 71% of the respondents answered positively, only 13% of respondents answered negatively and 16% of respondents could not assess what are working relations. This factor of fluctuations represents the smallest threat in the studied company and shows a positive social climate as a result of the daily work of superiors and subordinates under the management of social relations (Figure 3).

Figure 3 Opinion on relationships between employees in the workplace



Source: own processing

**Conclusion.** The most important assets for every employer are his employees. Their knowledge, skills, abilities and experience influence the success of the organization, as well as the achievement of its strategic objectives. The basic and most important task of the Human Resources Department is taking care of them on the principles of social relations

management. Losses of quality employees are the signal for studying the reasons for their departure from the company.

Based on the identified results of the survey, there is the proposal of appropriate measures for a gradual reduction fluctuation and absences using the necessary tools of motivation.

We recommend to organization:

- a) To reassess the remuneration system,
- b) To establish premium indicators which are really achievable.

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