



# *Factors and impacts of employee turnover in the latin american industry*

**Ricardo Daniel Romero Solano**

Universidad Autónoma de Ciudad Juárez, Chihuahua, Mexico

<https://orcid.org/0009-0005-9443-927X>

[al199066@alumnos.uacj.mx](mailto:al199066@alumnos.uacj.mx)

**Juan Alfonso Toscano Moctezuma**

Universidad Autónoma de Ciudad Juárez, Chihuahua, Mexico

<http://orcid.org/0000-0002-8543-3600>

[jtoscano@uacj.mx](mailto:jtoscano@uacj.mx)

---

Submitted on April 25th, 2023 / Accepted on January 18th, 2024

<https://doi.org/10.5377/rtu.v13i36.17639>

**Keywords:** Maquiladora industry, Latin America, Manufacturing, Mexico, Staff turnover.

## **ABSTRACT**

The objective of this review article is to analyze the main reasons that cause a high rate of turnover of operational or administrative personnel in industrial companies in Spanish-speaking Latin America, as well as to show what consequences or impacts this factor has on them. During the literature review, where different inclusion and exclusion criteria were used to locate the best articles to document this topic, 26 different articles were selected, among them some studied cases of the maquiladora industry in different cities of the country Mexico, as well as several cases of industrial companies in different Spanish-speaking Latin American countries (19 countries considering Mexico) such as Honduras, Peru, Colombia, Guatemala, Ecuador, El Salvador, Costa Rica, Dominican Republic, and Chile, the different solutions proposed by the authors will also be analyzed and compared so that companies can apply them in search of a reduction in the turnover of their staff.

## INTRODUCTION

There can be many factors that influence the decision of staff to rotate or simply leave the company where they work, among which emotional exhaustion and employee cynicism stand out, which is a defensive attitude of the employee when they are dissatisfied and intentionally deteriorates their work performance, due to the lack of enthusiasm once they feel that their performance is not being valued as it should be. In addition, the frustration and fatigue they feel due to long working hours or work overload (Reyes et al, 2018).

However, if the company is so concerned about reducing this high turnover rate of its operational or administrative staff, it should seek to create a sense of commitment in its staff, because an employee committed to the organization, regardless of their position or activity, will have less intention of quitting and looking for similar jobs (Hernández et al, 2021)

Among other studies, it is possible to perceive that the organizational climate within a company, as well as the lack of commitment and dissatisfaction with the position held, are determining factors that encourage operational personnel to rotate or leave their jobs, so companies must seek to create optimal working conditions. At the same time, they must be flexible with the needs and requirements requested by the workers, so that they can feel part of the company, consequently, this would generate commitment and the development of greater productivity for the company (Aranibar et al, 2018)

Absenteeism should be considered by industrial companies as an alarming factor that can lead to a high turnover rate, so the focus of companies should first be to understand the main reasons for absenteeism and determine the most viable strategies to continue motivating workers and achieve the main objective of reducing the turnover rate (Langle et al, 2021).

Among the causes that motivate staff turnover is the excessive workload, in addition to the perception of lack of leadership, respect, and lack of concern on the part of supervisors and managers, so it will be especially important to follow training strategies for better personnel management and subordinate-boss relationship (Pérez et al, 2017)

Speaking now of an industrial company in the country Honduras, several documents called "exit interviews" were reviewed to inquire about the answers to the reasons for the termination of the employment relationship with the company in question and it was found that voluntary turnover had decreased before 2018, however, from that year on, involuntary turnover had increased due to the low performance of employees. It was also shown that the ages at which there was a higher incidence of turnover ranged between 18 and 24 years old, having seniority between six months and three years, in addition to the fact that the main reasons for this rotation are mentioned family factors, attitude and few possibilities for professional growth. (Aguilera & Sierra, 2018).

Another factor why industrial companies can have high staff turnover is the lack of filters for personnel selection since this would imply that not enough is known about the person hired, to such an extent that the employee may not be the right one for the position because he or she does not fully meet the profile. This will mean that sooner or later the employee may rotate voluntarily or involuntarily, causing a significant impact on the company's production and economy (Gaitán, 2023)

In many companies in Mexico, Peru, and throughout Latin America, the factors that cause high staff turnover are low remuneration, the workload of the work performed in the company, the lack of policies for personnel selection, few opportunities for professional growth, lack of training, among many others, which are the common denominator. (Aliaga, 2019)

**METHODOLOGY**

To find quality documents to support the development of this review article, the Google Scholar search engine was used with different combinations of descriptors and exclusion criteria, obtaining a different number of results, among which those that met the scope of the topic to be developed in this article were selected.

First, the search was carried out covering articles where cases of industrial companies in Mexico will be touched, once this search was concluded, a second search was carried out where cases of industrial companies in Spanish-speaking Latin American countries were covered, thus recovering and selecting a total of 26 articles for the basis of this article. Below are two tables showing all the search criteria and their relationship to the number of results obtained:

**Table 1**

Inclusion and exclusion criteria for the search for articles related only to the country of Mexico.

No. Search	Search date	Inclusion criteria	Exclusion Criteria	No. Results
1	28-Jan-23	Staff Turnover and Northern Mexico		42800
2	28-Jan-23	Staff Turnover and Northern Mexico	2018 - 2023	16100

No. Search	Search date	Inclusion criteria	Exclusion Criteria	No. Results
3	29-Jan-23	Staff Turnover and Northern Mexico	2018 - 2023	405
		with the exact phrase "maquiladora industry"		
4	04-Feb-23	Rotation and maquiladoras	2018 - 2023	3630
5	04-Feb-23	Rotation and maquiladoras	2018 - 2023	803
		with the exact phrase "staff turnover"		
6	04-feb-23	Staff Turnover & Industry	2018 - 2023	600
		with the exact phrase "maquiladora industry"		
7	05-feb-23	Rotation & Mexico	2018 - 2023	2540
		with the exact phrase "automotive industry"		
8	05-feb-23	Rotation & Mexico	2018 - 2023	117
		with the exact phrase "operational staff turnover"		

Source: Authors.

**Table 2**

Inclusion and exclusion criteria for the search for articles related only to Spanish-speaking Latin America.

No. Search	Search date	Inclusion criteria	Exclusion Criteria	No. Results
1	06-feb-23	Staff and production company turnover	2018 - 2023	16200
2	06-feb-23	Industry Rotation and Latin America	2018 - 2023	8360
		with the exact phrase "staff turnover"		

No. Search	Search date	Inclusion criteria	Exclusion Criteria	No. Results
3	11-feb-23	Manufacturing Rotation and Latin America	2018 - 2023	2440
		with the exact phrase “staff turnover”		
4	11-feb-23	Rotation & Manufacturing	2018 - 2023	588
		with the exact phrase “manufacturing company”		
5	12-feb-23	Rotation and industry	2018 - 2023	73
		with the exact phrase “administrative staff turnover”		
6	17-nov-23	Rotation and industry	2018 - 2023	15500
		with the exact phrase “Costa Rica”		
7	19-nov-23	Factors and staff turnover	2018 - 2023	18100
		with the exact phrase “Ecuador”		
8	19-nov-23	Motivation and staff turnover	2018 - 2023	3700
		with the exact phrase “Dominican Republic”		
9	22-nov-23	Factors and staff turnover	2017 - 2023	17100
		with the exact phrase “Chile”		
10	22-nov-23	Climate Organization and El Salvador	2018 - 2023	12100
		with the exact phrase “industry”		

Source: Authors.

The following table 3 shows the concentration of the articles selected for the development of this article:

**Table 3**

Concentrate on the 26 selected research articles

<b>Item No.</b>	<b>Author(s)</b>	<b>Year of publication</b>	<b>Item Name</b>	<b>Journal / Repository</b>
1	Aguilera, G. & Sierra, I.	2018	Causes and Effects of Operational Staff Turnover in a Manufacturing Company	Unitec Repository
2	Aliaga, R.	2019	Factors influencing staff turnover in the case of the company "Avecitas"	Continental Institutional Repository
3	Aranibar, M. F., Melendres, V. D., Ramirez, M. C. & Garcia, B.	2018	The Factors of Personnel Turnover in the Export Maquiladoras of Ensenada, B.C.	Global Business Magazine
4	Baron, A.	2020	Incidence of the use of higher labor benefits in the staff turnover of a maquiladora company in the city of Ensenada. A case study.	Repository of the Autonomous University of Baja California
5	Cenen, V.	2021	Personnel turnover and productivity in a Metalworking Naval Company, Callao, 2021.	Cesar Vallejo University Repository
6	Flores, J. & Llanos, N.	2020	Factors of the most relevant staff turnover in a construction company in Cajamarca during the year 2020.	Repository of the Universidad Privada del Norte

Item No.	Author(s)	Year of publication	Item Name	Journal / Repository
7	Gaitán, S.	2023	Creation of a strategic plan for the human talent department to reduce the high turnover of construction personnel in the construction company Innova S.A.S.	Repository University of Santo Tomás
8	Gálvez, U.	2018	High rates of staff turnover in a shrimp processing company and its impact on costs.	Universidad Panamericana Repository
9	Garcia, E.	2017	Multigenerational Workforce in the Automotive Harness Industry and Its Impact on Voluntary Turnover of Operating Personnel: The Case of Cd. Juárez.	Journal of Research in Accounting and Administrative Sciences
10	García, E., Ramos, P. & Sánchez, O.	2018	Identification of the main causes of operational staff turnover in the electronics industry of Ciudad Juárez: an exploratory study.	Entrepreneurship, Business, and Social Responsibility in Organizations
11	Garcia, S.	2018	Study: Rotation of operational personnel at Gildan Villanueva.	Repository of the Central American Technological University UNITEC
12	Guillén, S., García, H. & Nieto, D.	2018	Reduce turnover: proposal of a theoretical model to minimize costs.	NovaRua Magazine

<b>Item No.</b>	<b>Author(s)</b>	<b>Year of publication</b>	<b>Item Name</b>	<b>Journal / Repository</b>
13	Hernández, Y., Hernández, G., Burguete, M. & Acle, R.	2018	Organizational practices and their relationship with staff turnover in the garment industry in the state of Tlaxcala, Mexico.	International Journal of Administration & Finance
14	Hernandez, Y., Jaramillo, J., & Hernandez, G.	2021	The relationship between organizational commitment and worker turnover.	Management Studies
15	Langle, M., Méndez, O. & Sánchez, J.	2021	Predictors of the employee turnover rate: the case of a maquiladora company in Reynosa.	Economic analysis
16	Limas, M.	2022	Inference of Personnel Turnover in Industrial Companies, Lima, 2022.	Repository of the Peruvian University of the Americas
17	Mori, S.	2022	Staff turnover in a manufacturing company, Lima- 2022.	Repository of César Vallejo University.
18	Perez, A., Montes, A. & Carrillo, I.	2017	Staff turnover and its effect on employee productivity at the operational level in a maquiladora company in Ciudad Juárez, Chihuahua.	Proceedings of the International Congress of Multidisciplinary Scientific Research
19	Pérez, S., Ávalos, C. & Canchola, M.	2018	Factors influencing the turnover of operational personnel in the maquiladora industry in Ciudad Juárez, Chihuahua.	Administration and Praxis (Volume I): An Approach from the Maquiladora Industry.

Item No.	Author(s)	Year of publication	Item Name	Journal / Repository
20	Reyes, G., Maynez, A., Cavazos, J. & Hernández, J.	2018	Psychological Contract, Employee Burnout, and Cynicism: Its Effect on Operational Staff Turnover on Mexico's Northern Border.	Accounting and Administration
21	Uzarraga, G. & Melgoza, R.	2021	Incentives, good treatment, and rotation of operators in the maquiladora industry.	Academic Journal of Studies in Society, Sciences and Technologies – Geplat Papers.
22	Bustos, S.	2021	Correlation between staff turnover and Burnout Syndrome and its prevalence in new employees of the Bayer - Costa Rica Shared Services Center for the Human Resources Operations department during the period 2019 -2020	Institutional Repository of the National Technical University
23	Arriola, K., Colocho, K. & Pililla, C.	2021	Administrative model to measure the organizational climate of the strategic business plan of Industrias Magaña L., S.A. de C.V.	Academic repository of the Catholic University of El Salvador
24	Rodríguez, A.	2020	Study of the factors that lead to staff turnover. Case: Ecuatran S.A.	PUCESA Repository
25	Ventura, M. & Guridy, J.	2018	Analysis of staff motivation and turnover in commercial SMEs in Santo Domingo Oeste. G&G Commercial Case, 2017	R1-UNPHU Institutional Repository

Item No.	Author(s)	Year of publication	Item Name	Journal / Repository
26	Cifuentes, T.	2017	Analysis of factors that influence staff turnover in a company in the food and beverage sector	Academic repository of the University of Chile

Source: Authors' creation

## DEVELOPMENT

### Factors Causing Staff Turnover

There can be many factors that would cause staff to decide to end relationships with their company, these factors can be divided according to García et al (2018) into four categories: individual attributes, work factors, psychological factors, and social factors. Individual attributes include age, marital status, and gender; Labor factors include benefits, salary, work stress, work overload, and the atmosphere within the company. Psychological factors are more focused on the employee's feelings within the company, motivation, identification with the company, and/or recognition for their performance. Finally, there are social factors, where variables such as social support or family or friendship conflicts, among others, are involved.

In a study carried out by García (2017) in a maquiladora industry of the automotive sector in Ciudad Juárez, Chihuahua, the objective was to determine if there was a relationship between generational gaps and the time that operational personnel remain within a company, and according to the results obtained through the questionnaires applied to workers, it cannot be defined that millennials (also known as generation Y covering the years of 1981 to 1996) decide to look for other sources of employment in less time than other generations such as the baby boomers (1946 to 1965), Generation X (1965 – 1982), however, what could be observed is that Generation Z (also known as centennials comprising the years 1996 – 2012) regularly do tend to be operational personnel only temporarily and in a short time.

Another case study of three maquiladora companies in Ciudad Juárez where the working method was again to carry out questionnaires to employees, what changes in this work is the inclusion of managers in the interviews, in addition to the operational staff. Speaking of

the latter, the resulting common denominator is the organizational climate, due to lack of communication, and salary, because it is not perceived as fair, is perceived as the main reason for turnover. The results obtained from managers indicate that they have identified this turnover problem as serious and reinvested a lot of money in personnel selection and training, so they need to work on improving motivational aspects and incentives that allow them to considerably reduce their turnover rates. (Pérez et al, 2018)

Analyzing another type of industry, in this case, clothing, a study carried out by (Hernández et al, 2018) where the relationship between organizational practices and staff turnover was studied, using statistical methods such as Pearson's Coefficient and determination, a close relationship was found between economic remuneration, leadership exercised by supervisors and opportunities granted to the worker with job dissatisfaction and tension. The main reasons why staff decide to leave their current jobs.

According to the study carried out by Barón (2020) in a maquiladora company, where he intended to find a relationship between staff turnover and benefits above the law, believing that these support staff retention, once applying the corresponding questionnaires to employees and analyzing the results with inferential statistics, It can be observed that benefits over the law are not a guarantee of staff retention. The most common characteristics of employees who decide to leave their jobs are youth (born between 1980 and 2000), female, single, and with high school and/or higher education. These people choose to find new sources of employment that allow them to have a flexible schedule, free time, and teamwork, among other experiences.

García (2018) categorizes the main causes of turnover as base salary, motivation, and leadership, according to his study carried out in a maquiladora company in Honduras, where 350 operational employees were interviewed, it was observed that employees felt dissatisfied with the salary they receive, because it does not allow them to cover their basic needs or debts; Now, about motivation, they consider that the company does provide them with training and opportunities for professional growth, however, they do not develop their skills and finally, touching on the issue of leadership, employees perceive a great failure in communication and respect between bosses and subordinates. If you don't work on the issues of pay and benefits, as well as, with leadership, with a lot of security, employees will choose to break off labor relations with the company.

According to the research carried out by Flores and Llanos (2020) in a construction company in Peru, it is concluded that salary, personnel selection, and training are the most relevant factors for staff turnover because employees do not perceive that their salary is comparable to what is offered in the market. They believe that there are no filters in place to

select and hire trained personnel and that they do not have the appropriate training for the position.

Like Flores and Llanos (2020) mentioned above, Limas (2022) in his study carried out in a company in the industrial sector in Lima, Peru, finds that remuneration is one of the main factors of staff turnover, due to the dissatisfaction generated by not receiving a salary competitive with the market, as well as, that of the gaps that may exist in the selection of personnel, which can cause employees to be unable to carry out their activities optimally.

In the company Ecuatran S. A. a study was carried out based on two theories the first is by Maslow, which tells us that it is based on the satisfaction of needs through a pyramid based on hierarchies, the second is the Sashkin theory which is based on 6 factors about work, The results showed that employees are very demotivated and to help avoid staff turnover and high hiring costs, ways to motivate staff should be sought, such as economic and non-economic incentives and some other activities that increase their level of satisfaction. (Rodríguez, 2020)

Cifuentes (2017) studied a case of turnover in a Colombian coffee chain Juan Valdez Café located in Santiago, Chile, where observing directly in the company directly, reviewing exit surveys, and applying different types of questionnaires, it was concluded that the main causes of turnover are remuneration and long working hours, without also leaving aside the lack of motivation and leadership of the bosses. without a doubt, it is something that this coffee chain must work on if it wants to face its direct competition Starbucks.

As has been observed throughout the development of the topic, there is a common denominator both in the methodology of data collection and analysis and the results obtained. The common method for data collection is surveys of operational personnel and managers, the data are analyzed with statistical techniques, and among the results obtained as a result of this analysis, there is a lack of motivation due to salary, since they consider that they do not receive a decent, competitive salary and according to the workload. what does not support the coverage of basic needs or debts; demotivation due to lack of leadership from supervisors, who do not support them in their professional growth, or address their concerns; The lack of filters in the selection and hiring of personnel, because they put the productivity of the company at risk, because it does not have the ideal personnel for the position.

Continuing with the above, other authors agree on external factors, that is, the opportunities offered by the environment for professional growth, since, if an attractive offer is found and the employee is single and from the millennial generation, there is a high probability of ending relationships with the company and taking that job alternative.

In my experience working in the maquiladora industry, I have been able to verify what the authors have studied, because many employees look for work alternatives, either in the same sector or in another, due to a lack of support from their supervisors or management, when their concerns are not addressed, when they are not offered growth opportunities when they deserve them. when they do not receive a decent and fair wage for the activities they carry out.

However, the above does not apply only at the operational level, because it can be observed at all levels, there are engineers or personnel from any other administrative position, who are fully capable of developing their potential for process improvement, and yet they feel demotivated by the limitations imposed by the top management that makes the final decisions. as well as the lack of support in terms of salary, incentives, training or certification resources used for the greater preparation and competence of employees during their stay in that company, and this, over time, would force the employee to look for new options for professional growth outside the current company.

### **Impacts of Employee Turnover on Businesses**

According to the work carried out by Cenen (2021) where the relationship that could exist between staff turnover and productivity was sought, and it is concluded that both variables are directly related, this does not mean that it negatively impacts productivity as long as the staff who retire do not have positions of great importance, that are not difficult to replace, that the staff is trained, or that they are involuntary turnover, i.e., scheduled layoffs.

A study conducted by Ventura and Guridy (2018) in a company in Santo Domingo, Dominican Republic found that staff turnover is a cause of instability within the company, which refers to employees not being efficient in their work, causing the company to reduce its profit.

Guillén, et al (2018) in their work proposed a theoretical model to reduce the costs involved in turnover. It follows that, if the employee is kept satisfied with the salary, benefits, additional incentives, and working conditions, turnover rates can be reduced, and therefore the costs that this implies, which are costs of recruitment, personnel selection, hiring, training, production and disengagement (liquidation). Likewise, a study applied to a company in El Salvador confirms that staff turnover has an economic impact on the company due to the resources applied to each new employee, such as hiring, training, and adaptation to their work area. (Arriola et al, 2021)

In Costa Rica, research was carried out in the company Bayer about the turnover of new personnel and its relationship with Maslach's Burnout syndrome, it was developed looking for several factors such as emotional fatigue, depersonalization, and professional fulfillment, a select group of people who were interviewed was taken and it resulted that not all of them have the same levels and that it is necessary to help staff who are at the highest levels of burnout as it could be a problem for the company in the future. (Bustos, 2021)

A study conducted for a manufacturing company in Lima, Peru where several data collection techniques were used to find the consequences of staff turnover, concluded that staff turnover generates insecurity and uncertainty among employees when they see several colleagues leave the company for different reasons or circumstances. In addition, turnover generates administrative expenses, training costs, and the time of the learning curve for the employee to adapt to the company's processes. (Mori, 2022)

Knowing the factors of staff turnover mentioned in the previous topic, Gálvez (2018) agrees that the factors of exhausting work, low incentives or salaries, poor work environment, lack of training or induction are the main causes of staff turnover, causing this, in turn, recruitment expenses and staff disengagement.

Returning to the country Mexico, specifically in a maquiladora industry in Cd. Juárez, was the subject of field research carried out by Uzarraga and Melgoza (2021) where it was sought if there is a relationship between incentives and good treatment with staff retention to lower turnover rates and it was concluded based on its results obtained that, If the company focuses on the good treatment of staff, such as recognizing their work, being flexible when they need to attend to personal situations, providing them with competitive salaries and monetary and non-monetary incentives, if it cares about maintaining a good work environment, employees will feel identified with the company and the intention of turnover will decrease, which can in turn cause, Increased productivity.

As with the factors, the impacts of turnover that resulted from the aforementioned research, the authors previously mentioned in this section agree in establishing that the impacts of rotation are administrative costs, such as those of recruitment, selection, and hiring of personnel, and what this entails, the costs of induction, training and the time it takes for the new employee to adapt to the pace of the company's processes. Also, something that is interesting and that not all authors mention, except Mori (2022), is that the fact that there may be a large number of people who resign or are fired, can generate certain fears and insecurities among other employees.

Based on my experience during my work in the maquiladora industry, I can say that I agree with the authors on the main impacts that turnover has on the costs of personnel selection and hiring, unlike Cenen (2021) I consider that it also impacts productivity, because, although the person who resigned or was fired can be temporarily replaced with a current member of the work team, It can create greater fatigue in that employee, reducing their productivity, in addition to the fact that when they hire someone, it will take time for them to adapt to the pace of the company's processes, this due to the learning curve, consequently productivity would

be affected to a greater or lesser degree, by not producing at the same rate as an experienced employee.

## CONCLUSIONS

Staff turnover is a serious problem affecting the industry in Mexico and Latin America, it is something that companies have to pay special attention to because the high rates are worrying, so much so that they may be creating a feeling of nervousness and concern among staff when they see their colleagues quit or are fired. because of the uncertainty of not knowing if they will be next.

The most common types of turnover that the industry faces and that have a significant impact on it is voluntary rotation, which is decided by the employee himself, it is not contemplated by the company, either for professional or personal reasons, in short, the well-known resignation. There is also involuntary rotation, which is programmed by the company, it can be due to restructuring, poor performance, or non-compliance with the Internal Work Regulations, also known as dismissal.

When companies know that staff are quitting them with some frequency, they should take matters into their own hands and review the main reasons for their resignation in the exit survey, with that, be able to understand what is being done wrong or what is missing for staff retention, reduce high turnover rates and talent drain.

It can be concluded that the main trigger for staff turnover is low motivation or lack of it, and the variables that cause this are salaries or benefits that are little or not at all competitive with the market, the lack of recognition of the work done, the excessive workload, the lack of a training or certification system that allows the development or enhancement of the skills or abilities of employees, as well as, that concerns are not addressed or listened to when required.

By neglecting the attention or follow-up to the variables previously mentioned in the previous paragraph, without a doubt, the employee will surely decide to make a voluntary rotation and focus on finding a job alternative that is better offered and where he develops to the point of exponential professional growth. This, in turn, will cause great impacts, especially economic, for the company, because, being a voluntary rotation, it is something that the company does not plan, it has to take care of and cover the expenses of liquidation, selection, hiring, staff training and the learning curve time, not leaving aside productivity, which may or may not be significantly impacted. Everything will depend on the volume of staff who resign or are fired because there will not always be trained personnel who can fill that position.

A turnover, voluntary or involuntary, will never be well regarded by the industry, so companies should seek to keep this index at the lowest possible level, to remain attractive in

the market, profitable, and maintain productivity and quality of the product or service at highly competitive levels.

If the company pays special attention to the variables that are causing the turnover of its staff, that is, it cares about its employees, giving them monetary and non-monetary incentives, listening to them, attending to their concerns and dissatisfaction, recognizing them for a job well done, providing them with support and opportunities for growth, the company will perceive an increase in the sense of belonging of employees to the company. The turnover rate will go down, so employees will be committed to the productivity, quality, and goals of the organization.

## WORK CITED

- Aguilera, G. & Sierra, I. (2018). Causes and effects of operational staff turnover in a manufacturing company. Unitec Repository, 1-104.
- Aliaga, R. (2019). Factors influencing staff turnover, case of the company "Avecitas". Continental Institutional Repository. 1-91.
- Aranibar, M. F., Melendres, V. D., Ramírez, M. C., & García, B. (2018). The Factors of Personnel Turnover in the Export Maquiladoras of Ensenada, B.C. *Global Journal of Business*, 6(2), 25-40.
- Arriola, K., Colochó, K. & Pililla, C. (2021). Administrative model to measure the organizational climate about the strategic business plan of Industrias Magaña L., S.A. de C.V. Academic repository of the Catholic University of El Salvador. 1-109.
- Baron, A. (2020). Incidence of the use of higher labor benefits in the staff turnover of a maquiladora company in the city of Ensenada. A case study. Repository of the Autonomous University of Baja California. 1-102.
- Bustos, S. (2021). Correlation between staff turnover and Burnout Syndrome and its prevalence in new employees of the Bayer Shared Services Center - Costa Rica for the Human Resources Operations department during the period 2019 -2020. Institutional Repository of the National Technical University. 1-109.
- Cenen, V. (2021). Personnel turnover and productivity in a Metalworking Naval Company, Callao, 2021. Repository of the César Vallejo University. 1-70.
- Cifuentes, T. (2017). Analysis of factors that influence staff turnover in a company in the food and beverage sector. Academic repository of the University of Chile. 1-67.
- Flores, J. & Llanos, N. (2020). Factors of the most relevant staff turnover in a construction company in Cajamarca during the year 2020. Repository of the Universidad Privada del Norte. 1-65.
- Gaitán, S. (2023). Creation of a strategic plan for the human talent department to reduce the high turnover of construction

personnel in the construction company Innova S.A.S. Repository of the University of Santo Tomas. Verses 1-39.

Gálvez, U. (2018). High rates of staff turnover in a shrimp processing company and its impact on costs. Universidad Panamericana Repository. 1-75.

García, E. (2017). Multigenerational Workforce in the Automotive Harness Industry and Its Impact on Voluntary Turnover of Operating Personnel: The Case of Cd. Juárez. Journal of Research in Accounting and Administrative Sciences. 3(1), 91-110.

García, E., Ramos, P. & Sánchez, O. (2018). Identification of the main causes of operational staff turnover in the electronics industry of Ciudad Juárez: an exploratory study. Entrepreneurship, Business, and Social Responsibility in Organizations. 1, 956-974.

García, S. (2018). Study: Rotation of operational personnel at Gildan Villanueva. Repository of the Central American Technological University UNITEC. Verses 1-61.

Guillén, S., García, H. & Nieto, D. (2018). Reduce turnover: proposal of a theoretical model to minimize costs. Revista NovaRua. 10(17), 6-22.

Hernandez, Y., Hernandez, G., Burguete, M. & Acle, R. (2018). Organizational practices and their relationship with staff turnover in the garment industry in the

state of Tlaxcala, Mexico. International Journal of Administration & Finance. 11(1), 1-13.

Hernandez, Y., Jaramillo, J., & Hernandez, G. (2021). The relationship between organizational commitment and worker turnover. Management Studies, 28(1), 102-129.

Langle, M., Méndez, O. & Sánchez, J. (2021). Predictors of the employee turnover rate: the case of a maquiladora company in Reynosa. Economic Analysis, 36(93), 119-140.

Limas, M., (2022). Inference of Personnel Turnover in Industrial Companies, Lima, 2022. Repository of the Peruvian University of the Americas. 1-40.

Mori, S. (2022). Staff turnover in a manufacturing company, Lima- 2022. Repository of César Vallejo University. Verses 1-81.

Pérez, A., Montes, A. & Carrillo, I. (2017). Staff turnover and its effect on employee productivity at the operational level in a maquiladora company in Ciudad Juárez, Chihuahua. Proceedings of the International Congress of Multidisciplinary Scientific Research, 5 (1), 18-32.

Pérez, S., Ávalos, C. & Canchola, M. (2018). Factors influencing the turnover of operational personnel in the maquiladora industry in Ciudad Juárez, Chihuahua. Administration and Praxis (Volume I):

- An Approach from the Maquiladora Industry. 1, 41-60.
- Reyes, G., Maynez, A., Cavazos, J. & Hernández, J. (2018). Psychological Contract, Employee Burnout, and Cynicism: Its Effect on Operational Staff Turnover on Mexico's Northern Border. *Accounting and Administration* 64(2), 1-19.
- Rodríguez, A. (2020). Study of the factors that lead to staff turnover. Case: ECUATRAN S.A. PUCESA Repository. 1-84.
- Uzarraga, G. & Melgoza, R. (2021). Incentives, good treatment, and rotation of operators in the maquiladora industry. *Academic Journal of Studies in Society, Sciences and Technologies – Geplat Papers*. 2(2), 1-17.
- Ventura, M. & Guridy, J. (2018). Analysis of staff motivation and turnover in commercial SMEs in Santo Domingo Oeste. G&G Commercial Case, 2017. R1-UNPHU Institutional Repository. 1-45.