



UNIVERSIDAD CATÓLICA
DE SANTIAGO DE GUAYAQUIL

SISTEMA DE POSGRADO

**MAESTRÍA EN CONTABILIDAD Y AUDITORÍA MENCIÓN
GESTIÓN TRIBUTARIA**

TÍTULO

Influencia de las Políticas Administrativas en la intención de rotación de trabajadores
latinoamericanos: en una revisión sistemática y metaanálisis

AUTORA

Ing. Mónica Paulina Correa Hidalgo

**TRABAJO DE TITULACIÓN PREVIO A LA OBTENCIÓN DEL TÍTULO
DE**

Magister en Contabilidad y Auditoría mención Gestión Tributaria

Modalidad: En línea

TUTORA

MAE. Lorena Carolina Bernabé Argandoña. Ec

Guayaquil, Ecuador

02 de mayo de 2023



UNIVERSIDAD CATÓLICA
DE SANTIAGO DE GUAYAQUIL

SISTEMA DE POSGRADO

**MAESTRÍA EN CONTABILIDAD Y AUDITORÍA MENCIÓN
GESTIÓN TRIBUTARIA**

CERTIFICACIÓN

Certifico que el presente trabajo fue realizado en su totalidad por Ing. Mónica Paulina Correa Hidalgo, como requerimiento parcial para la obtención del Título de: Magister en Contabilidad y Auditoría mención Gestión Tributaria

TUTORA



Firmado electrónicamente por:
**LORENA CAROLINA
BERNABE ARGANDOÑA**

f. _____

MAE. Lorena Carolina Bernabé Argandoña.Ec

DIRECTORA DEL PROGRAMA

0917959462 MARIA

Firmado digitalmente por
0917959462 MARIA MERCEDES
BAÑO HIFONG
Fecha: 2023.06.06 09:40:56 -05'00'

MERCEDES BAÑO

f. _____

HIFONG

Ph. D. María Mercedes Baño Hifong, Ec.

Guayaquil, 02/05/2023



UNIVERSIDAD CATÓLICA
DE SANTIAGO DE GUAYAQUIL

SISTEMA DE POSGRADO
MAESTRÍA EN CONTABILIDAD Y AUDITORÍA MENCIÓN GESTIÓN
TRIBUTARIA

DECLARACIÓN DE RESPONSABILIDAD

Yo, Ing. Mónica Paulina Correa Hidalgo

DECLARO QUE:

El Trabajo de Titulación **“Influencia de las Políticas Administrativas en la intención de rotación de trabajadores latinoamericanos: en una revisión sistemática y metaanálisis”** previa a la obtención del Título de: **Magister en Contabilidad y Auditoría mención Gestión Tributaria.**, ha sido desarrollado respetando derechos intelectuales de terceros conforme las citas que constan al pie de las páginas correspondientes, cuyas fuentes se incorporan en la bibliografía. Consecuentemente este trabajo es de mi total autoría.

En virtud de esta declaración, me responsabilizo del contenido, veracidad y alcance científico del Trabajo de Titulación referido.

Guayaquil, 02/05/2023

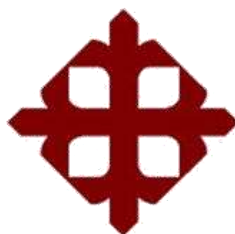
f.

MONICA
PAULINA
CORREA
HIDALGO

Firmado digitalmente
por MONICA PAULINA
CORREA HIDALGO
Fecha: 2023.05.31

14:44:37 -05'00'

Ing. Mónica Paulina Correa Hidalgo



UNIVERSIDAD CATÓLICA
DE SANTIAGO DE GUAYAQUIL

SISTEMA DE POSGRADO
MAESTRÍA EN CONTABILIDAD Y AUDITORÍA MENCIÓN GESTIÓN
TRIBUTARIA

AUTORIZACIÓN

Yo, Ing. Mónica Paulina Correa Hidalgo

Autorizo a la Universidad Católica de Santiago de Guayaquil, la publicación en la biblioteca de la Institución del Trabajo de Titulación **“Influencia de las Políticas Administrativas en la intención de rotación de trabajadores latinoamericanos: en una revisión sistemática y metaanálisis”**, cuyo contenido, ideas y criterios son de mi exclusiva responsabilidad y total autoría.

Guayaquil, 02/05/2023

f.

MONICA
PAULINA
CORREA
HIDALGO

Firmado digitalmente
por MONICA PAULINA
CORREA HIDALGO
Fecha: 2023.05.31
14:46:21 -05'00'

Ing. Mónica Paulina Correa Hidalgo

REPORTE URKUND

Link: <https://secure.arkund.com/view/158513937-921333-935890>



Document Information

Analyzed document	TT Final_CORREA_MONICA.docx (D165730122)
Submitted	2023-05-03 04:08:00
Submitted by	
Submitter email	lorena.bernabe@cu.ucsg.edu.ec
Similarity	0%
Analysis address	lorena.bernabe.ucsg@analysis.arkund.com

TUTORA

f.  Firmado electrónicamente por:
LORENA CAROLINA
BERNABE ARGANDONA

MAE. Lorena Carolina Bernabé Argandoña. Ec

Agradecimiento

Agradezco a Dios por su amor incondicional, por permitir continuar con mi crecimiento profesional, a mi hija por ser el impulso, motivación contante en mi vida, a mis padres y hermana por su apoyo incondicional, a los docentes de la maestría quién me impartieron sus conocimientos y a todas las personas que colaboraron en este proceso.

Dedicatoria

Dedico este trabajo a mi hija, Karla Sánchez, motor de mi vida, demostrarle que los sueños se cumplen con constancia y esfuerzo, que debemos luchar por nuestros objetivos con mucha dedicación.



UNIVERSIDAD CATÓLICA
DE SANTIAGO DE GUAYAQUIL

POSGRADO
MAESTRÍA EN CONTABILIDAD Y AUDITORÍA MENCIÓN GESTIÓN
TRIBUTARIA

TRIBUNAL DE SUSTENTACIÓN

PRESIDENTE DEL TRIBUNAL



Firmado electrónicamente por:
MARIA BELEN SALAZAR
RAYMOND

f. _____

Mgs. María Belén Salazar Raymond, Ing.

TUTOR(A)



Firmado electrónicamente por:
LORENA CAROLINA
BERNABE ARGANDONA

f. _____

MAE. Lorena Carolina Bernabé Argandoña. Ec

REVISOR(A)



Firmado electrónicamente por:
WALTER AGUSTIN
ANCHUNDIA CORDOVA

f. _____

Mgs. Walter Agustín Anchundia Córdova, Ing.

Índice General

Lista de Tablas	x
Lista de Figuras	xi
Resumen	xii
Abstract	xiii
Capítulo I. Introduction	2
Capítulo II. Literature Review	4
Administrative policies	4
Job rotation	5
Capítulo III. Investigation Methodology	6
Capítulo IV. Analysis and discussion	8
Research Limitations and Future Directions	15
Implications of the Study	16
Acknowledgement.....	17
Conclusiones	18
Artículo publicado.....	20
Referencias.....	31
Declaración y Autorización.....	36
Apéndice A: Documento Senescyt.....	37

Lista de Tablas

Table 1 Search equation matrix in the specialized databases Scopus and WoS.....	6
Table 2 Thematic synthesis of the articles included in the systematic review	10
Table 3 Descriptive method of the meta-analysis on the influence of administrative policies on turnover	13

Lista de Figuras

Figure 1 Flowchart of studies included in specialized databases8

Resumen

El objetivo del presente estudio fue influencia de las políticas administrativas en la intención de rotación de trabajadores del sector servicios en América del Sur. Se empleó el marco metodológico PRISMA para la ejecución de la revisión sistemática y las sugerencias de MAER-Net en la configuración del metaanálisis en dos bases de datos especializadas: Scopus y Web Of Science. Los resultados indicaron que la emisión de créditos e inyección de liquidez fueron medidas óptimas para reducir la tasa de rotación de personal, a su osciló entre 3 a 17% en empresas del sector servicios en América del Sur.

Palabras claves: Políticas públicas; intención de rotación; servicios; América del Sur; revisión sistemática.

Abstract

The aim of the present study was to examine the influence of administrative policies on the turnover intention of service sector workers in South America. The PRISMA methodological framework was used to develop a systematic review while MAER-Net suggestions were used in the configuration of the meta-analysis based on two specialized databases: Scopus and Web of Science. The results indicated that credit issuance and liquidity injection were optimal measures to reduce the turnover rate, which ranged from 3% to 17% in companies in the service sector in South America.

Keywords: Public policies; Turnover intention; Services; South America; Systematic review.

Capítulo I. Introduction

In recent decades, Latin American industries have awakened the interest of the international community due to their fast development and new trading systems, as well as their ability to adapt to new scenarios, however successive crises within their countries have prompted organizational managers to evaluate institutional actions to mitigate the external effects on their local industries (Zevallos, 2003; García-Madurga et al., 2021). The actions have been particular in each business sector; however, it has been shown that 24 countries have adopted measures aimed at continuing the chain of payments in the short term through delay and re-trading with workers, 22 countries have increased resources to give credits and cancel wage obligations, actions conducive to the protection of employment and promotion of the production of goods and services (Comisión Económica para América Latina y el Caribe [CEPAL], 2020).

In spite of this, these were insufficient to avoid abrupt and massive closures of private companies. In this way, a scenario was set that allows the implementation of new measures to face the crises identified in the countries of South America, with the leading role of the state (CEPAL, 2020; Crespo y Garrido, 2020). Thus, the state has implemented strategies and programs to boost its respective economy, based on sound policies for dealing with crises at all levels (Lahera, 2002). Therefore, in the midst of this panorama, Latin American private companies from various sectors have benefited from State support (García-Muñoz et al. , 2020), however, there were sectors that suffered strongly from the effects of the crisis such as tourism services, commerce, repair of goods, hotels, transport, fashion and automobiles, on the other hand, to a lesser extent, the sectors made up of economic activities: mining, construction, services, furniture, chemical and electronics industries (CEPAL, 2020).

Numerous studies (Álvarez, 2018; Ramírez et al., 2019) indicate that the causes of the decrease in the progress indicators of the companies lie in the context in which they operate, on the other hand another series of studies develop that the main causes would reside in the factors that involve in the mechanisms of production (Baque-Cantos et al., 2020; Haro, 2021). Given that employees are paramount in companies, it is pertinent to consider which administrative policies affect the rotation of employees according to the functions they perform, to the extent that there is less turnover, employees will have a high degree of specialization which has a direct impact on the production of services (Gonzáles, 2006). Consequently, the present study is relevant at a practical level because it identifies administrative policies to avoid the loss of specialized talent, also, at a methodological level,

a systematic review protocol with outcome of state policies is proposed. Therefore, the objective is to evaluate the influence of administrative policies on the intention of rotation of workers in the service sector in South America.

Capítulo II. Literature Review

Administrative policies

Policies are established as measures that require the intervention of individuals or institutions with a certain degree of decision-making power in the face of a specific problem, however, it does not refer only to the use of power but also to the achievement of a common good and to maximize the benefits for the benefit of the state or private institution.

Consequently, administrative policies require a manager to establish the necessary measures to comply with the planned activities or to develop a mechanism to optimize the financial indicators of a company. In this regard, ECLAC (2020) identified a series of measures implemented by national administrations:

Liquidity understood as the agility of a company to provide coverage to financial obligations in the short term, in turn, represents a strategy in business management aimed at decision making (Herrera, A. G. *et al.*, 2016).

Credit is a loan that involves a transaction between institutions, individuals and organizations, within an agreed term and with perjury to the increase of capital by concepts of interest, insurance and associated costs (Morales, J., and Morales, A., 2014).

Direct aim where it involves any object and/or material that can be represented as economic, social, labor support, among others, whose usefulness directly to the actors of the production process.

Production support is represented by the inclusion of any object and/or material that has a direct impact on the production phases as an input, instrument, among others.

Employment, employment-oriented measures included legal devices to avoid the interruption of the payment chain or the termination of employment in specific scenarios.

With regard to measures aimed at exports they include legal provisions aimed at relaxing and/or modifying the conditions that facilitate the issue of goods abroad.

On the other hand, the sectoral approach includes measures aimed at and specialized at the services sector because of its obvious importance in terms of the revenue it provides to state institutions.

This series of measures within the framework of administrative policies has made it possible to provide financial support to companies in different scenarios, whether national, international or individual; thus, reducing the impact of the crisis on the dimensions that make up companies. In view of the proposed argumentation, it is pertinent to land on the indicators that constitute the object of this study.

Job rotation

Labor turnover has been found to be directly related to the productivity of an institution, therefore, two explanatory theories of the variable emerge.

The theory of human capital developed by Schultz (1961) emphasizes that labor productivity is directly related to the accumulation of skills, the increase in learning has two ways of acquisition: experience and training of the subject for the role they perform, from this perspective the variable is considered as a detrimental factor for individual and business well-being.

On the other hand, the theory of learning by doing emphasizes that the practice acquired during the process of fulfilling the functions determines the worker's productivity and efficiency with the institution (Arrow, 1962)

Both theories establish that staff turnover is a potential risk that threatens the productivity of the company due to the reduction of the number of workers specialized in their functions; in this regard, there are three reasons for the occurrence of job rotations: a) technological change in the production process, b) functions with a low level of specialization, and c) the acquired experience positions the individual in the sights of better job offers (da Rocha *et al*, 2019).

Based on previously proposed formulas, the measurement of worker turnover will have two aspects: the turnover rate and the turnover variation index.

The turnover rate represents the percentage of workers who separate from the organization over the total number of positions available in the company (Formula 1).

$$* (100) \dots (1)$$

Turnover rate = _____

Consequently, the index of variation of rotation is constituted by the variability that the average has according to its measure of dispersion, multiplied by one hundred to obtain a percentage index attributed to the factors that were operationalized in the analysis (Formula 2).

$$* (100) \dots (2)$$

Rate of variation = $\frac{\quad}{n}$

Capítulo III. Investigation Methodology

In the methodological aspects, this study was based on the method of systematic review with the purpose of implementing the search processes, analysis of indicators, synthesis of findings and evaluation of administrative policies (Munn *et al.*, 2018). based on the identified indices, effect sizes were reported in cases where there was lower staff turnover to detect which were more effective through meta-analysis (Cleophas and Zwinderman, 2017).

In this sense, to consolidate the information of the systematic review, it was developed in the PRISMA methodological framework (Page *et al.*, 2021), and the meta-analysis was conducted based on the recommendations in the MAER-Net (Iwasaki *et al.*, 2020)

The eligibility criteria of primary sources prioritized the range of years between 2013 and 2022, in a sample of workers in the service sector, manuscripts in the final stage of publication, percentage index reports, quantitative or mixed outcomes, cross-sectional designs, with English, Spanish or Portuguese, and belonging to South American countries. The criteria that excluded articles from the sample were: unavailability of articles, grey literature, qualitative studies, lack of data reporting and different geographical region.

The sources of information that were consulted were specialized databases such as Scopus and Web of Science in the period from December 19th to 21st, 2022 as consultation dates. Consequently, the Boolean operators for replication in search engines were based on search equations (Table 1).

Table 1

Search equation matrix in the specialized databases Scopus and WoS.

Data base	Equation
Scopus	[41]: TITLE ("turnover") AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015) OR LIMIT-TO (PUBYEAR , 2014) OR LIMIT-TO (PUBYEAR , 2013)) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (LANGUAGE , "English"))

OR LIMIT-TO (LANGUAGE , "Portuguese") OR LIMIT-TO (LANGUAGE , "Spanish")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (AFFILCOUNTRY , "Brazil") OR LIMIT-TO (AFFILCOUNTRY , "Chile") OR LIMIT-TO (AFFILCOUNTRY , "Ecuador") OR LIMIT-TO (AFFILCOUNTRY , "Colombia") OR LIMIT-TO (AFFILCOUNTRY , "Argentina") OR LIMIT-TO (AFFILCOUNTRY , "Peru") OR LIMIT-TO (AFFILCOUNTRY , "Uruguay"))

Web of Science

[37]: “turnover” (Title)

Refined by: Publication Years: 2022 OR 2021 OR 2020 OR 2019 OR 2018 OR 2017 OR 2016 OR 2015 OR 2014 OR 2013 Document Types: Article

Languages: English OR Portuguese OR Spanish

Research Areas: Business Economics

Countries/Regions: BRAZIL OR CHILE OR COLOMBIA OR URUGUAY OR PERU OR ECUADOR OR ARGENTINA

The documents extracted as part of the information search were processed in rayyan text mining-based software to analyze the articles at three points in time. At first, stage duplicate records based on percentage similarity were identified with ad hoc criteria: direct elimination ($>90\%$), specific review of article indicators such as title, journal, number and volume ($75 < \% < 90$), and exhaustive review ($<75\%$). Second, labels were established to characterize studies according to turnover rates. Third, the review of individual studies was established and corroborated with current administrative policies at state level.

The articles identified were subjected to an identification process to detect the risk levels of methodological bias to determine their inclusion in the final sample of studies and establish conclusions on the aspects described, through the checklist for economic evaluations (Joanna Briggs Institute, 2022).

Subsequently, the information was synthesized in a table with the most relevant indicators of the studies: author, year, country, sample, sector, outcome and current administrative policy.

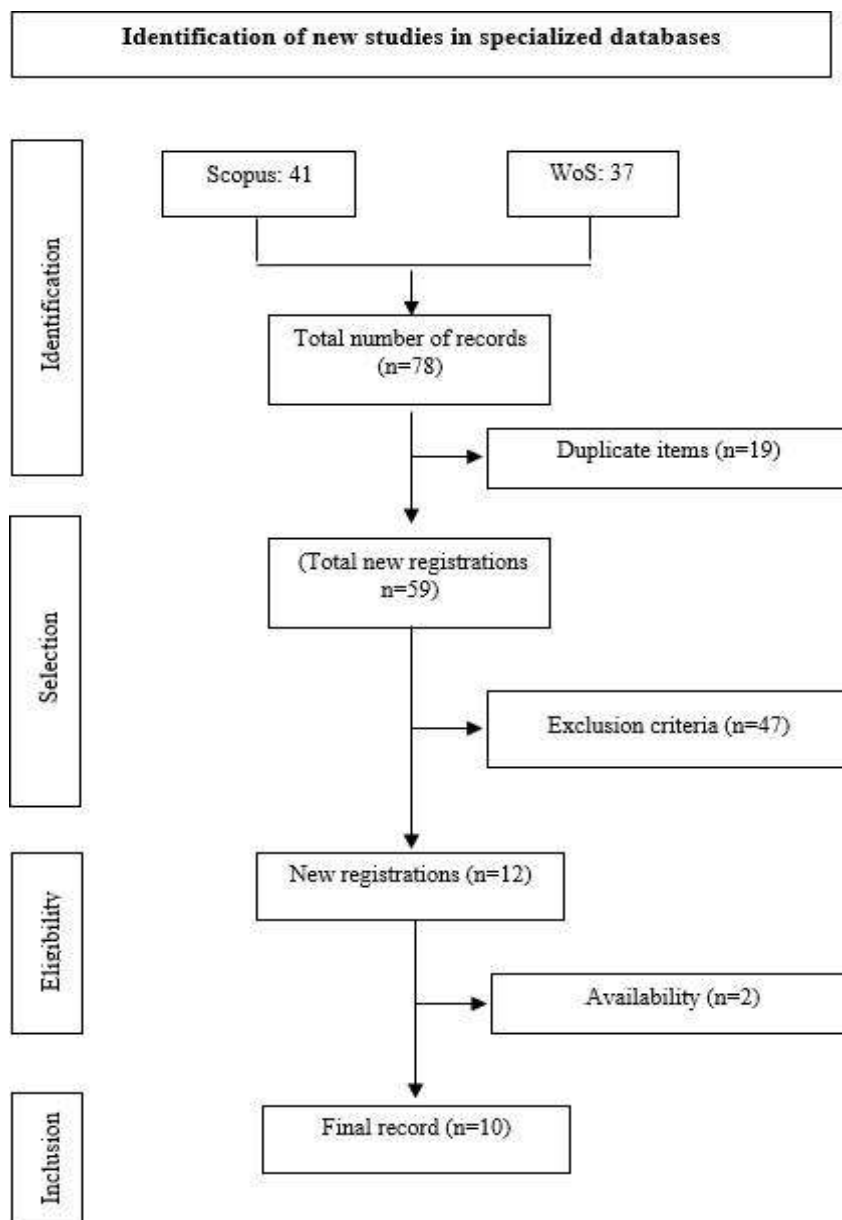
In this regard, the data were established in a summary table where the administrative characteristics of the selected articles were identified. It was complemented by quantitative indicators in two aspects: turnover rate and variability in explaining turnover.

Capítulo IV. Analysis and discussion

In Figure 1, it was observed that the number of articles registered from Scopus and Web of Science was 78, the duplicates were 19, the debugging of the articles resulted in a total of 15 records to analyze, however, there were two articles that were not accessible, therefore, the final sample consists of 13.

Figure 1

Flowchart of studies included in specialized databases



Risk of methodological bias analysis

The implementation of the methodological risk analysis allowed us to establish that 80% of the included studies had a low level of risk of methodological bias, compared to 20% of studies (n=2) whose risk levels were “high”, therefore, it was relevant to remove the records so that the inferences made are based on conclusive evidence. Finally, resulting in Table 2, where the data was synthesized.

Content synthesis

In this regard, in Table 2, 62.5% of the articles elucidated the reality of the state of Brazil and 100% of the articles characterized the "services" sector and 1 article delimited both cases "services" and "industry". There was a predominance of administrative policies aimed at liquidity and credit towards enterprises, to a lesser extent export promotion and in few countries, a sectoral approach was adopted. The cases where there was the greatest incentive of administrative policies were those that were located in the context of health crisis by the pandemic.

Table 2

Thematic synthesis of the articles included in the systematic review

Autor	Objetivos	País	Sector	Políticas administrativas	Aportes
Moreira <i>et al</i> (2015)	Identify the factors that affect employee turnover.	Brasil	Services	Liquidity (n=10) Credit (n=5) Production support (n=1)	The study establishes the financial factors involved in staff turnover through economic measures.
Da Oliveira y Da Costa (2016)	Analyze the individual and situational background of the commitment.	Brasil	Servicios - Industry	Liquidity(n=10) Credit (n=3) Production support(n=1) Exports (n=1)	The study has the strength to evaluate the factors in two aspects: individual and collective, however, the inclusion of psychological variables does not clarify the panorama of the study objective.
de Oliveira <i>et al.</i> (2017)	Evaluate an interactive model of job satisfaction	Brasil	Services	Liquidity (n=7) Credit (n=3)	The authors analyze an interaction model to capture the highest explanatory percentage of rotation

	and turnover intent.				intentions from an influence perspective solving the shortcomings of the bivariate approach.
González et al. (2019)	Evaluate the factors that affect family businesses.	Colombia	Services	Liquidity(n=7) Credit(n=11) Direct aid (n=2) Production(n=2) Employment (n=3) Exports (n=1)	In this study, the authors delimit and limit their analysis to a type of company whose hierarchical structure is composed of consanguineous members up to second order.
Cristiani y Peiró (2019)	Study human resource management with collaborative practices, employee turnover and financial results.	Uruguay	Services	Liquidity (n=4) Credit (n=5) Direct aid(n=2) Employment (n=2) Sector-wide approach (n=2)	Both authors transfer the explanatory field of staff turnover to predictive models of human resources and its implication in the retention of human talent.
Miranda y de	Discuss the overview of turnover level and	Brasil	Services	Liquidity (n=17) Credit (n=10)	The relevance of the study's findings lies in the delimitation of logistic aspects

Lima (2019)	quality of life in audit professionals.			A. Production(n=1) Exports(n=1)	as explanatory variables of rotation intent, providing a financial perspective.
Comas et al. (2021)	Analyze the influence of human talent management on staff turnover in the cooperative sector of segment 4 in the Ambato canton	Ecuador	Services	Liquidity (n=4) Credit (n=3) Direct aid(n=1) Employment (n=1) Exportaciones (n=1) Sector-wide approach (n=3)	The case study presented by the authors highlights financial indicators as explanatory elements of staff turnover in combination with variables of the human resources environment.
Santos, M., y Santos, R. (2022)	To analyze the impact of personal turnover as a hidden cost in a company in the municipality of João Pessoa/PB.	Brasil	Services	Liquidity(n=17) Credit (n=17) Direct aid (n=1) Production support (n=2) Employment (n=3) Exports(n=1) Sector-wide approach (n=9)	The authors' contribution was of theoretical relevance to the extent that it reflected staff turnover as a financial indicator with direct repercussions on the balance of income and expenditure.

Table 3 shows that the employee turnover rate ranged from 3 to 17%, with the highest proportion of factors influencing these cases being remuneration, financial performance of the company's indicators and aspects related to the company's operational management. In this sense, in Brazil, which obtained the lowest turnover rates, there were more measures aimed at establishing liquidity, credit and production support. With the health crisis caused by the Sars-CoV-2 virus, measures were increased, consolidating administrative policies with a sectoral focus and reducing exports to prevent the spread.

On the other hand, Ecuador had a higher turnover rate and less inclusion of administrative policies aimed to liquidity, credit, employment, direct aid and exports, in some categories well below the measures chosen by Colombia and Brazil. In the case of Colombia, a similar scene was observed with a turnover rate of 16.5 per cent, reflecting the absence of a sectoral administrative policy, little support for production and employment, and no propagation of export patterns. The effect based on the central trends was configured by the coefficient of variation as a percentage indicator explanatory index of the intention to turn. In the Brazilian scenario, values were obtained between 44.3% and

60.3%, in the first scenario, values were explained by structural characteristics of the institution; however, when the variables oriented to management properties were added, this explanatory scope increased by 20%. In the case of Uruguay, it was observed that 55.4% of the variability in worker turnover was due to company performance and the presence of labor unions.

Table 3

Descriptive method of the meta-analysis on the influence of administrative policies on turnover

Studies with magnitude of effect based on turnover rate

Moreira *et al.* (2015): Brazil, 12% turnover in service sector companies due to time spent in the company and remuneration for specific functions.

Gonzalez *et al.* (2019): Colombia, 16.5% worker turnover in all evaluated items and 11.3% in the service sector due to board decisions.

Miranda and de Lima (2019): Brazil, 3% employee turnover in the service sector due to compensation, financial

performance of company indicators and company size Studies with magnitude of effect based on central tendencies

Da Oliveira and Da Costa (2016): Brazil, 44.3% of turnover intention was explained by the type of organization established whether state or private, and the size of organization according to the number of workers.

de Oliveira *et al.* (2017): Brazil, 60.3% of turnover intention was explained by management practices developed by human resources offices and a constant leadership follow-up by managers.

Cristiani and Peiró (2019): Uruguay, 55.4% of turnover intention was potentially explained by the financial performance of the company and the presence of unions to demand labor rights.

Based on the systematized findings to respond to the objective of evaluating the influence of administrative policies on the intention of rotation of workers in the service sector in South America, two analyses were obtained. First, the dominance of administrative policies geared towards liquidity and credit less frequently export promotion and sectoral approach. Second, the turnover rate ranged from 3% and 17% in service companies in South America, the variation lies in the type of organizational structure that each institution has.

Previous studies have partially corroborated the findings of the first line of findings, thus Beccaria and Maurizio (2020) found that turnover rates in five South American countries ranged between 11.2% and 14.2%, among the factors that had greater relevance was the age of the workers, the legal articulation of the company with the state, and the type of contract. However, a correlation was not established with the administrative policies implemented, in which the present study indicated that the credit granted by the state and the liquidity promoted by the state and private sectors to dynamize the trade balances of service companies were the mechanisms that attenuated higher levels of labor turnover, and, therefore, avoid voluntary dismissal of workers and decrease in productivity in the

optimal execution of services. The explanation for the findings is that maintaining low rates in the staff turnover rate leads to avoiding approximately 21% drop in productivity, also affects the corporate image that in turn hinders the entry of new talent and reduces the credibility and sustainability of the company in front of investors (Ferreira et al., 2015).

In the second line of analysis of results, it was observed that the explanatory percentage of administrative policies influenced turnover behavior of turnover to the extent that values above 25% were observed, which had as a greater explanatory potential the financial structure of the companies as opposed to a lower percentage of human resource management (<25%). In Uruguayan companies, priority was given to administrative policies aimed at credit and liquidity were prioritized, as well as direct aid and employment from a sectorial approach; however, in this margin, the predictive relevance of the company's financial factors and human resources of the company is alluded to. Previous studies (Ferreira et al., 2015) have reported that the average variation of staff turnover is equivalent to 23%, facing this scenario they have pointed out that prioritizing human resources implies a profit of 6% competitive advantage over other companies in the same legislation and same sector. The reason for the discrepancy between the findings lies in the structural characteristics of the companies evaluated, in the case of contrast, case studies were approached with different administrative capacities in the size of the company, number of employees, hiring regime, among others, were addressed. The diversity of indicators of comparison gives apparent discrepancies between the findings. Despite the methodological divergence between the results, it is appropriate to establish that the absence of delimitation of turnover factors would decrease the profitability of the company and, consequently, workers would receive increasingly lower rates of wage increases (De La Hoz et al., 2008).

Research Limitations and Future Directions

There are some limitations of this study. The main limitation of the research is the focus of the study, because the data collected are from Brazil, Chile, Colombia, Uruguay, Peru, Ecuador, Argentina, leaving out other Latin American countries: Brazil, Chile, Colombia, Uruguay, Peru, Ecuador, Argentina, leaving other Latin

American countries out of the research. Within the systematic review, the selection of the studies to be included may be biased, either by the selection of key words, language of the studies, inclusion and exclusion criteria exposed in the methodology section, which may result in not considering the variability between countries in the region, socio-cultural factors within and other factors that may provide other theories of the analysis performed. Some of the included studies could affect the validity of the results and conclusions, due to the way in which they were developed, which limits the ability to generalize the results to other populations or contexts. The researcher should pay attention to the selection of studies and the quality of these, including a rigorous evaluation of the methodological quality of the selected studies.

However, the directions for future researcher should be framed in studies that control for important and relevant variables in the turnover intention of workers, such as: job satisfaction, salary, age, education and experience. We also recommend future researchers to search the relationship between administrative policies and other factors relevant to employee turnover intention, such as organizational culture, job satisfaction, equity and career support so that they could bring more outcomes into the current literature.

Implications of the Study

This study contributes to companies in the service sector in Latin America that are interested in reducing turnover indicators, at the same time is a valuable contribution to potential investors from other continents who want to do business in this region, it can be said that despite having different economies in the region, policies in many cases are aligned to a trend. The study will serve as a source of reference for students who need to know about management policies and how they can influence the turnover intention of Latin American workers: The study found that management policies, such as effective communication, organizational support, training and development, and fair compensation, are related to lower turnover intention of Latin American workers. These findings suggest that companies can reduce workforce turnover by implementing effective management policies. The study contributes that companies should consider cultural diversity when

developing management policies; given that the study focused on Latin American workers, it is important to keep in mind that effective management policies may vary by culture and geographic region.

Companies operating in Latin America should be sensitive to the cultural needs and expectations of their workforce when developing effective management policies.

It also contributes to managers and organizational leaders in terms of the steps they should take to improve administrative policies: Managers and organizational leaders have a critical role in the development and implementation of effective administrative policies. The study findings suggest that managers and organizational leaders should take steps to improve management policies, such as establishing effective communication systems and providing ongoing training and development for employees. Finally, employee retention can improve company profitability: Employee turnover can be costly for companies, as it may require hiring and training new workers. By implementing effective management policies that reduce employee turnover intention, companies can improve employee retention and ultimately improve their profitability. In general, the study highlights the importance of effective management policies in reducing turnover intention among Latin American workers. Companies that want to improve employee retention and improve their profitability should consider implementing effective management policies that are culturally appropriate and sensitive to the needs and expectations of their workforce.

Acknowledgement

I thank God for allowing me to continue growing as a person and professional, for guiding my path, for giving me new opportunities, for putting human beings in my path who help me to achieve my goals, to my daughter Anahí Sánchez, for being the engine of my life, the light of my eyes, to my parents and my sister for their unconditional support during the process, to the teachers of the master's program for transmitting their knowledge, my eternal gratitude to all of you.

Conclusiones

The findings led to the conclusion that the administrative measures aimed at issuing credit and injecting liquidity have been measures taken by managers to reduce the turnover rates of service workers in South America. The turnover rate ranged from 3% to 17% in companies in the service sector in South America, with a percentage of variability between 44.3% and 60.3% according to the dependence of the sector. The implications of the findings make it possible to establish the context and measures to be implemented in private and state institutions to reduce the turnover of service personnel, and thus with the retention of talent have specialized productivity. On the other hand, the analysis trajectory allows to establish which financial instruments should be implemented to obtain a measure of short- and long-term calculation of staff turnover.

The limitations of the present study are established based on the number of databases consulted, the sample size implemented and the estimators that are required to be grouped into an effects diagram. It is recommended that future studies be directed towards testing financial instruments in an econometric model and as a tool for optimal fundamental analysis. Finally, another line of research similar to the one reported could include more databases and primary sources to get indicators that allow gathering of the findings with a view to an overall effect.



Research Publishing
Academy (RPA)
London, United Kingdom (UK)

JIBM

Journal of International Business and Management (JIBM)
Journal Homepage: <https://rpajournals.com/jibm>

Influence of Administrative Policies on Turnover Intention of Latin American Workers: A Systematic Review and Meta-Analysis

Mónica Paulina Correa Hidalgo^a
Lorena Carolina Bernabé Argandoña^b
Germania Margarita Maldonado Palacios^c
Universidad Católica de Santiago de Guayaquil, Ecuador^a
Universidad de las Fuerzas Armadas, Ecuador

Abstract

The aim of the present study was to examine the influence of administrative policies on the turnover intention of service sector workers in South America. The PRISMA methodological framework was used to develop a systematic review while MAER-Net suggestions were used in the configuration of the meta-analysis based on two specialized databases: Scopus and Web of Science. The results indicated that credit issuance and liquidity injection were optimal measures to reduce the turnover rate, which ranged from 3% to 17% in companies in the service sector in South America.

Keywords: Public policies, Turnover intention, Services, South America, Systematic review

DOI: <https://doi.org/10.37227/JIBM-2023-04-5922>

Introduction

In recent decades, Latin American industries have awakened the interest of the international community due to their fast development and new trading systems, as well as their ability to adapt to new scenarios, however successive crises within their countries have prompted organizational managers to evaluate institutional actions to mitigate the external effects on their local industries (Zevallos, 2003; García-Madurga et al., 2021). The actions have been particular in each business sector; however, it has been shown that 24 countries have adopted measures aimed at continuing the chain of payments in the short term through delay and re-trading with workers, 22 countries have increased resources to give credits and cancel wage obligations, actions conducive to the protection of employment and promotion of the production of goods and services (Comisión Económica para América Latina y el Caribe [CEPAL], 2020).

In spite of this, these were insufficient to avoid abrupt and massive closures of private companies. In this way, a scenario was set that allows the implementation of new measures to face the crises identified in the countries of South America, with the leading role of the state (CEPAL, 2020; Crespo y Garrido, 2020). Thus, the state has implemented strategies and programs to boost its respective economy, based on sound policies for dealing with crises at all levels (Lahera, 2002). Therefore, in the midst of this panorama, Latin American private companies from various sectors have benefited from State support (García-Muñoz et al., 2020), however, there were sectors that

suffered strongly from the effects of the crisis such as tourism services, commerce, repair of goods, hotels, transport, fashion and automobiles, on the other hand, to a lesser extent, the sectors made up of economic activities: mining, construction, services, furniture, chemical and electronics industries (CEPAL, 2020).

Numerous studies (Álvarez, 2018; Ramírez et al., 2019) indicate that the causes of the decrease in the progress indicators of the companies lie in the context in which they operate, on the other hand another series of studies develop that the main causes would reside in the factors that involve in the mechanisms of production (Baque-Cantos et al., 2020; Haro, 2021). Given that employees are paramount in companies, it is pertinent to consider which administrative policies affect the rotation of employees according to the functions they perform, to the extent that there is less turnover, employees will have a high degree of specialization which has a direct impact on the production of services (González, 2006). Consequently, the present study is relevant at a practical level because it identifies administrative policies to avoid the loss of specialized talent, also, at a methodological level, a systematic review protocol with outcome of state policies is proposed. Therefore, the objective is to evaluate the influence of administrative policies on the intention of rotation of workers in the service sector in South America.

Literature Review

Administrative policies

Policies are established as measures that require the intervention of individuals or institutions with a certain degree of decision-making power in the face of a specific problem, however, it does not refer only to the use of power but also to the achievement of a common good and to maximize the benefits for the benefit of the state or private institution. Consequently, administrative policies require a manager to establish the necessary measures to comply with the planned activities or to develop a mechanism to optimize the financial indicators of a company. In this regard, ECLAC (2020) identified a series of measures implemented by national administrations:

Liquidity understood as the agility of a company to provide coverage to financial obligations in the short term, in turn, represents a strategy in business management aimed at decision making (Herrera, A. G. *et al.*, 2016). Credit is a loan that involves a transaction between institutions, individuals and organizations, within an agreed term and with perjury to the increase of capital by concepts of interest, insurance and associated costs (Morales, J., and Morales, A., 2014).

Direct aim where it involves any object and/or material that can be represented as economic, social, labor support, among others, whose usefulness directly to the actors of the production process. Production support is represented by the inclusion of any object and/or material that has a direct impact on the production phases as an input, instrument, among others. Employment, employment-oriented measures included legal devices to avoid the interruption of the payment chain or the termination of employment in specific scenarios. With regard to measures aimed at exports they include legal provisions aimed at relaxing and/or modifying the conditions that facilitate the issue of goods abroad.

On the other hand, the sectoral approach includes measures aimed at and specialized at the services sector because of its obvious importance in terms of the revenue it provides to state institutions. This series of measures within the framework of administrative policies has made it possible to provide financial support to companies in different scenarios, whether national, international or individual; thus, reducing the impact of the crisis on the dimensions that make up companies. In view of the proposed argumentation, it is pertinent to land on the indicators that constitute the object of this study.

Job rotation

Moving employees from one task to another at a given time period is job rotation (Aldaihani et al., 2022). According to Jorgensen, Devis, Kotowski, Aedla, Dunning (2005) job rotation is a suitable intervention to control task-related musculoskeletal disorders. It is also argued that

rotating employees among various jobs is a significant strategy to improve job performance of employees in any workplace and make them more committed and dedicated towards the work and eventually organization (Shehansi, et al., 2019).

On the other hand, labor turnover has been found to be directly related to the productivity of an institution, therefore, two explanatory theories of the variable emerge. The theory of human capital developed by Schultz (1961) emphasizes that labor productivity is directly related to the accumulation of skills, the increase in learning has two ways of acquisition: experience and training of the subject for the role they perform, from this perspective the variable is considered as a detrimental factor for individual and business well-being.

On the other hand, the theory of learning by doing emphasizes that the practice acquired during the process of fulfilling the functions determines the worker's productivity and efficiency with the institution (Arrow, 1962). Both theories establish that staff turnover is a potential risk that threatens the productivity of the company due to the reduction of the number of workers specialized in their functions; in this regard, there are three reasons for the occurrence of job rotations: a) technological change in the production process, b) functions with a low level of specialization, and c) the acquired experience positions the individual in the sights of better job offers (da Rocha *et al.*, 2019). Based on previously proposed formulas, the measurement of worker turnover will have two aspects: the turnover rate and the turnover variation index. The turnover rate represents the percentage of workers who separate from the organization over the total number of positions available in the company (Formula 1).

$$\text{Turnover rate} = \frac{\text{workers retired}}{\text{positions available}} * (100) \dots (1)$$

Consequently, the index of variation of rotation is constituted by the variability that the average has according to its measure of dispersion, multiplied by one hundred to obtain a percentage index attributed to the factors that were operationalized in the analysis (Formula 2).

$$\text{Rate of variation} = \frac{\text{Standard deviation}}{\text{arithmetic average}} * (100) \dots (2)$$

Research Methodology

In the methodological aspects, this study was based on the method of systematic review with the purpose of implementing the search processes, analysis of indicators, synthesis of findings and evaluation of administrative policies (Munn *et al.*, 2018). based on the identified indices, effect sizes were reported in cases where there was lower staff turnover to detect which were more effective through meta-analysis (Cleophas and Zwinderman, 2017). In this sense, to consolidate the information of the systematic review, it was developed in the PRISMA methodological framework (Page *et al.*, 2021), and the meta-analysis was conducted based on the recommendations in the MAER-Net (Iwasaki *et al.*, 2020)

The eligibility criteria of primary sources prioritized the range of years between 2013 and 2022, in a sample of workers in the service sector, manuscripts in the final stage of publication, percentage index reports, quantitative or mixed outcomes, cross-sectional designs, with English, Spanish or Portuguese, and belonging to South American countries. The criteria that excluded articles from the sample were: unavailability of articles, grey literature, qualitative studies, lack of data reporting and different geographical region. The sources of information that were consulted were specialized databases such as Scopus and Web of Science in the period from December 19th to 21st, 2022 as consultation dates. Consequently, the Boolean operators for replication in search engines were based on search equations (Table 1).

Table 1: Search equation matrix in the specialized databases Scopus and WoS.

Data base	Equation
Scopus	TITLE ("turnover") AND (LIMIT-TO (PUBYEAR , 2022) OR LIMIT-TO (PUBYEAR , 2021) OR LIMIT-TO (PUBYEAR , 2020) OR LIMIT-TO (PUBYEAR , 2019) OR LIMIT-TO (PUBYEAR , 2018) OR LIMIT-TO (PUBYEAR , 2017) OR LIMIT-TO (PUBYEAR , 2016) OR LIMIT-TO (PUBYEAR , 2015) OR LIMIT-TO (PUBYEAR , 2014) OR LIMIT-TO (PUBYEAR , 2013)) AND (LIMIT-TO (PUBSTAGE , "final")) AND (LIMIT-TO (DOCTYPE , "ar")) AND (LIMIT-TO (SUBJAREA , "BUSI")) AND (LIMIT-TO (LANGUAGE , "English") OR LIMIT-TO (LANGUAGE , "Portuguese") OR LIMIT-TO (LANGUAGE , "Spanish")) AND (LIMIT-TO (SRCTYPE , "j")) AND (LIMIT-TO (AFFILCOUNTRY , "Brazil") OR LIMIT-TO (AFFILCOUNTRY , "Chile") OR LIMIT-TO (AFFILCOUNTRY , "Ecuador") OR LIMIT-TO (AFFILCOUNTRY , "Colombia") OR LIMIT-TO (AFFILCOUNTRY , "Argentina") OR LIMIT-TO (AFFILCOUNTRY , "Peru") OR LIMIT-TO (AFFILCOUNTRY , "Uruguay"))
Web of Science	"turnover" (Title) Refined by: Publication Years: 2022 OR 2021 OR 2020 OR 2019 OR 2018 OR 2017 OR 2016 OR 2015 OR 2014 OR 2013 Document Types: Article Languages: English OR Portuguese OR Spanish Research Areas: Business Economics Countries/Regions: BRAZIL OR CHILE OR COLOMBIA OR URUGUAY OR PERU OR ECUADOR OR ARGENTINA

The documents extracted as part of the information search were processed in rayyan text mining-based software to analyze the articles at three points in time. At first, stage duplicate records based on percentage similarity were identified with ad hoc criteria: direct elimination (>90%), specific review of article indicators such as title, journal, number and volume (75 < % < 90), and exhaustive review (<75%). Second, labels were established to characterize studies according to turnover rates. Third, the review of individual studies was established and corroborated with current administrative policies at state level.

The articles identified were subjected to an identification process to detect the risk levels of methodological bias to determine their inclusion in the final sample of studies and establish conclusions on the aspects described, through the checklist for economic evaluations (Joanna Briggs Institute, 2022). Subsequently, the information was synthesized in a table with the most relevant indicators of the studies: author, year, country, sample, sector, outcome and current administrative policy. In this regard, the data were established in a summary table where the administrative characteristics of the selected articles were identified. It was complemented by quantitative indicators in two aspects: turnover rate and variability in explaining turnover.

Results and Analysis

In Figure 1, it was observed that the number of articles registered from Scopus and Web of Science was 78, the duplicates were 19, the debugging of the articles resulted in a total of 15 records to analyze, however, there were two articles that were not accessible, therefore, the final sample consists of 13.

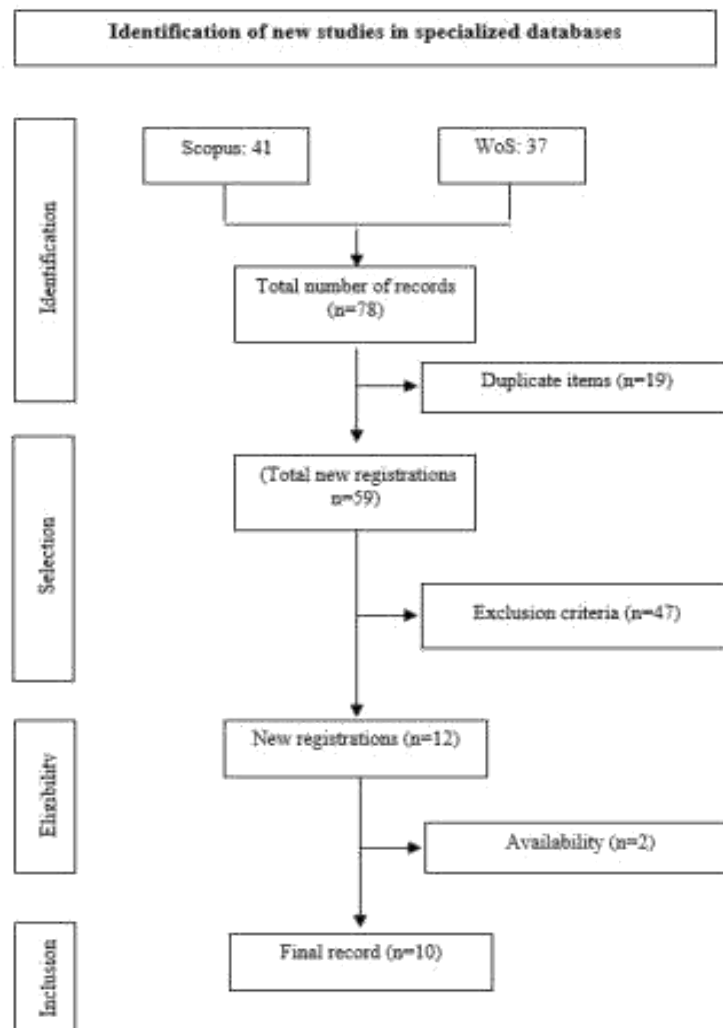


Figure 1 Flowchart of studies included in specialized databases

Risk of methodological bias analysis

The implementation of the methodological risk analysis allowed us to establish that 80% of the included studies had a low level of risk of methodological bias, compared to 20% of studies (n=2) whose risk levels were “high”, therefore, it was relevant to remove the records so that the inferences made are based on conclusive evidence. Finally, resulting in Table 2, where the data was synthesized.

Content synthesis

In this regard, in Table 2, 62.5% of the articles elucidated the reality of the state of Brazil and 100% of the articles characterized the “services” sector and 1 article delimited both cases “services” and “industry”. There was a predominance of administrative policies aimed at liquidity and credit towards enterprises, to a lesser extent export promotion and in few countries, a sectoral approach was adopted. The cases where there was the greatest incentive of administrative policies were those that were located in the context of health crisis by the pandemic.

Table 2: Thematic synthesis of the articles included in the systematic review

Autor	Objetivos	País	Sector	Políticas administrativas	Aportes
Moreira <i>et al.</i> (2015)	Identify the factors that affect employee turnover.	Brasil	Services	Liquidity (n=10) Credit (n=5) Production support (n=1)	The study establishes the financial factors involved in staff turnover through economic measures.
Da Oliveira y Da Costa (2016)	Analyze the individual and situational background of the commitment.	Brasil	Servicios - Industry	Liquidity(n=10) Credit (n=3) Production support(n=1) Exports (n=1)	The study has the strength to evaluate the factors in two aspects: individual and collective, however, the inclusion of psychological variables does not clarify the panorama of the study objective.
de Oliveira <i>et al.</i> (2017)	Evaluate an interactive model of job satisfaction and turnover intent.	Brasil	Services	Liquidity (n=7) Credit (n=3)	The authors analyze an interaction model to capture the highest explanatory percentage of rotation intentions from an influence perspective solving the shortcomings of the bivariate approach.
González <i>et al.</i> (2019)	Evaluate the factors that affect family businesses.	Colombia	Services	Liquidity(n=7) Credit(n=11) Direct aid (n=2) Production(n=2) Employment (n=3) Exports (n=1)	In this study, the authors delimit and limit their analysis to a type of company whose hierarchical structure is composed of consanguineous members up to second order.
Cristiani y Peiró (2019)	Study human resource management with collaborative practices, employee turnover and financial results.	Uruguay	Services	Liquidity (n=4) Credit (n=5) Direct aid(n=2) Employment (n=2) Sector-wide approach (n=2)	Both authors transfer the explanatory field of staff turnover to predictive models of human resources and its implication in the retention of human talent.
Miranda y de Lima (2019)	Discuss the overview of turnover level and quality of life in audit professionals.	Brasil	Services	Liquidity (n=17) Credit (n=10) A. Production(n=1) Exports(n=1)	The relevance of the study's findings lies in the delimitation of logistic aspects as explanatory variables of rotation intent, providing a financial perspective.
Comas <i>et al.</i> (2021)	Analyze the influence of human talent management on staff turnover in the cooperative sector of segment 4 in the Ambato canton.	Ecuador	Services	Liquidity (n=4) Credit (n=3) Direct aid(n=1) Employment (n=1) Exportaciones (n=1) Sector-wide approach (n=3)	The case study presented by the authors highlights financial indicators as explanatory elements of staff turnover in combination with variables of the human resources environment.
Santos, M., y Santos, R. (2022)	To analyze the impact of personal turnover as a hidden cost in a company in the municipality of João Pessoa/PB.	Brasil	Services	Liquidity(n=17) Credit (n=17) Direct aid (n=1) Production support (n=2) Employment (n=3) Exports(n=1) Sector-wide approach (n=9)	The authors' contribution was of theoretical relevance to the extent that it reflected staff turnover as a financial indicator with direct repercussions on the balance of income and expenditure.

Table 3 shows that the employee turnover rate ranged from 3 to 17%, with the highest proportion of factors influencing these cases being remuneration, financial performance of the company's indicators and aspects related to the company's operational management. In this sense, in Brazil, which obtained the lowest turnover rates, there were more measures aimed at establishing liquidity, credit and production support. With the health crisis caused by the Sars-CoV-2 virus, measures were increased, consolidating administrative policies with a sectoral focus and reducing exports to prevent the spread.

On the other hand, Ecuador had a higher turnover rate and less inclusion of administrative policies aimed to liquidity, credit, employment, direct aid and exports, in some categories well below the measures chosen by Colombia and Brazil. In the case of Colombia, a similar scene was observed with a turnover rate of 16.5 per cent, reflecting the absence of a sectoral administrative policy, little support for production and employment, and no propagation of export patterns. The effect based on the central trends was configured by the coefficient of variation as a percentage indicator explanatory index of the intention to turn. In the Brazilian scenario, values were obtained between 44.3% and 60.3%, in the first scenario, values were explained by structural characteristics of the institution; however, when the variables oriented to management properties were added, this explanatory scope increased by 20%. In the case of Uruguay, it was observed that 55.4% of the variability in worker turnover was due to company performance and the presence of labor unions.

Table 3: Descriptive method of the meta-analysis on the influence of administrative policies on turnover

Studies with magnitude of effect based on turnover rate
Moreira <i>et al.</i> (2015): Brazil, 12% turnover in service sector companies due to time spent in the company and remuneration for specific functions.
Gonzalez <i>et al.</i> (2019): Colombia, 16.5% worker turnover in all evaluated items and 11.3% in the service sector due to board decisions.
Miranda and de Lima (2019): Brazil, 3% employee turnover in the service sector due to compensation, financial performance of company indicators and company size
Studies with magnitude of effect based on central tendencies
Da Oliveira and Da Costa (2016): Brazil, 44.3% of turnover intention was explained by the type of organization established whether state or private, and the size of organization according to the number of workers.
de Oliveira <i>et al.</i> (2017): Brazil, 60.3% of turnover intention was explained by management practices developed by human resources offices and a constant leadership follow-up by managers.
Cristiani and Peiró (2019): Uruguay, 55.4% of turnover intention was potentially explained by the financial performance of the company and the presence of unions to demand labor rights.

Based on the systematized findings to respond to the objective of evaluating the influence of administrative policies on the intention of rotation of workers in the service sector in South America, two analyses were obtained. First, the dominance of administrative policies geared towards liquidity and credit less frequently export promotion and sectoral approach. Second, the turnover rate ranged from 3% and 17% in service companies in South America, the variation lies in the type of organizational structure that each institution has.

Previous studies have partially corroborated the findings of the first line of findings, thus Beccaria and Maurizio (2020) found that turnover rates in five South American countries ranged between 11.2% and 14.2%, among the factors that that had greater relevance was the age of the workers, the legal articulation of the company with the state, and the type of contract. However, a correlation was not established with the administrative policies implemented, in which the present study indicated that the credit granted by the state and the liquidity promoted by the state and private sectors to dynamize the trade balances of service companies were the mechanisms that attenuated higher levels of labor turnover, and, therefore, avoid voluntary dismissal of workers and decrease in productivity in the optimal execution of services. The explanation for the findings is that maintaining low rates in the staff turnover rate leads to avoiding approximately 21% drop in productivity, also affects the corporate image that in turn hinders the entry of new talent and reduces the credibility and sustainability of the company in front of investors (Ferreira *et al.*, 2015).

In the second line of analysis of results, it was observed that the explanatory percentage of administrative policies influenced turnover behavior of turnover to the extent that values above 25% were observed, which had as a greater explanatory potential the financial structure of the companies as opposed to a lower percentage of human resource management (<25%). In Uruguayan companies, priority was given to administrative policies aimed at credit and liquidity were prioritized, as well as direct aid and employment from a sectorial approach; however, in this margin, the predictive relevance of the company's financial factors and human resources of the company is alluded to. Previous studies (Ferreira et al., 2015) have reported that the average variation of staff turnover is equivalent to 23%, facing this scenario they have pointed out that prioritizing human resources implies a profit of 6% competitive advantage over other companies in the same legislation and same sector. The reason for the discrepancy between the findings lies in the structural characteristics of the companies evaluated, in the case of contrast, case studies were approached with different administrative capacities in the size of the company, number of employees, hiring regime, among others, were addressed. The diversity of indicators of comparison gives apparent discrepancies between the findings. Despite the methodological divergence between the results, it is appropriate to establish that the absence of delimitation of turnover factors would decrease the profitability of the company and, consequently, workers would receive increasingly lower rates of wage increases (De La Hoz et al., 2008).

Research Limitations and Future Directions

There are some limitations of this study. The main limitation of the research is the focus of the study, because the data collected are from Brazil, Chile, Colombia, Uruguay, Peru, Ecuador, Argentina, leaving out other Latin American countries: Brazil, Chile, Colombia, Uruguay, Peru, Ecuador, Argentina, leaving other Latin American countries out of the research. Within the systematic review, the selection of the studies to be included may be biased, either by the selection of key words, language of the studies, inclusion and exclusion criteria exposed in the methodology section, which may result in not considering the variability between countries in the region, socio-cultural factors within and other factors that may provide other theories of the analysis performed. Some of the included studies could affect the validity of the results and conclusions, due to the way in which they were developed, which limits the ability to generalize the results to other populations or contexts. The researcher should pay attention to the selection of studies and the quality of these, including a rigorous evaluation of the methodological quality of the selected studies.

However, the directions for future researcher should be framed in studies that control for important and relevant variables in the turnover intention of workers, such as: job satisfaction, salary, age, education and experience. We also recommend future researchers to search the relationship between administrative policies and other factors relevant to employee turnover intention, such as organizational culture, job satisfaction, equity and career support so that they could bring more outcomes into the current literature.

Implications of the Study

This study contributes to companies in the service sector in Latin America that are interested in reducing turnover indicators, at the same time is a valuable contribution to potential investors from other continents who want to do business in this region, it can be said that despite having different economies in the region, policies in many cases are aligned to a trend. The study will serve as a source of reference for students who need to know about management policies and how they can influence the turnover intention of Latin American workers: The study found that management policies, such as effective communication, organizational support, training and development, and fair compensation, are related to lower turnover intention of Latin American workers. These findings suggest that companies can reduce workforce turnover by implementing effective management policies. The study contributes that companies should consider cultural diversity when developing management policies; given that the study focused on Latin American workers, it is important to keep in mind that effective management policies may vary by culture and geographic region.

Companies operating in Latin America should be sensitive to the cultural needs and expectations of their workforce when developing effective management policies.

It also contributes to managers and organizational leaders in terms of the steps they should take to improve administrative policies: Managers and organizational leaders have a critical role in the development and implementation of effective administrative policies. The study findings suggest that managers and organizational leaders should take steps to improve management policies, such as establishing effective communication systems and providing ongoing training and development for employees. Finally, employee retention can improve company profitability: Employee turnover can be costly for companies, as it may require hiring and training new workers. By implementing effective management policies that reduce employee turnover intention, companies can improve employee retention and ultimately improve their profitability. In general, the study highlights the importance of effective management policies in reducing turnover intention among Latin American workers. Companies that want to improve employee retention and improve their profitability should consider implementing effective management policies that are culturally appropriate and sensitive to the needs and expectations of their workforce.

Conclusions

The findings led to the conclusion that the administrative measures aimed at issuing credit and injecting liquidity have been measures taken by managers to reduce the turnover rates of service workers in South America. The turnover rate ranged from 3% to 17% in companies in the service sector in South America, with a percentage of variability between 44.3% and 60.3% according to the dependence of the sector. The implications of the findings make it possible to establish the context and measures to be implemented in private and state institutions to reduce the turnover of service personnel, and thus with the retention of talent have specialized productivity. On the other hand, the analysis trajectory allows to establish which financial instruments should be implemented to obtain a measure of short- and long-term calculation of staff turnover.

The limitations of the present study are established based on the number of databases consulted, the sample size implemented and the estimators that are required to be grouped into an effects diagram. It is recommended that future studies be directed towards testing financial instruments in an econometric model and as a tool for optimal fundamental analysis. Finally, another line of research similar to the one reported could include more databases and primary sources to get indicators that allow gathering of the findings with a view to an overall effect.

Acknowledgement

I thank God for allowing me to continue growing as a person and professional, for guiding my path, for giving me new opportunities, for putting human beings in my path who help me to achieve my goals, to my daughter Anahí Sánchez, for being the engine of my life, the light of my eyes, to my parents and my sister for their unconditional support during the process, to the teachers of the master's program for transmitting their knowledge, my eternal gratitude to all of you.

References

- Álvarez, H. (2018). El fracaso social de la empresa y la búsqueda de un camino a la cuarta revolución industrial. *Revista de la Agrupación Joven Iberoamericana de Contabilidad y Administración de Empresas (AJOICA)*, 18, 196-229.
- Aldaihani, F. M. F., Almutairi, S. M., Alshammeri, J. G. A., AlKanderi, F. M., Almutarir, F. B., Aldaihani, A. M., & AlDurzi, S. A. (2022). Benefits and Implementation of Job Rotation: Recommendations for Kuwaiti Civil Service Commission. *Journal of International Business and Management*, 5(4), 01-07.
- Arrow, K. (1971). The Economic Implications of Learning by Doing. In: Hahn, F.H. (eds), *Readings in the Theory of Growth* (pp. 131-149). Palgrave Macmillan. https://doi.org/10.1007/978-1-349-15430-2_11

- Baque-Cantos, M., Cedeño-Chenche, B., Chele-Chele, J., y Gaona-Obando, V. (2020). Fracaso de las pymes: factores desencadenantes, Ecuador 2020. *Revista Científica FIPCAEC (Fomento de la Investigación y publicación científico-técnica multidisciplinaria)*, 5(4), 3-25. <https://doi.org/10.23857/fipcaec.v5i4.293>
- Beccaria, L., y Maurizio, R. (2020). Labour market turnover in Latin America: How intensive is it and to what extent does it differ across countries? *International Labour Review*, 159(2), 161-193. <https://doi.org/10.1111/ilr.12105>
- Cleophas, T., y Zwinderman, A. (2017). *Modern Meta-Analysis: review and update of methodologies*. Springer
- Comas, R., Cuarán, M., y Rivera, G. (2021). Niveles de rotación del talento humano en las cooperativas de ahorro y crédito del Segmento 4 del cantón Ambato. *Universidad y Sociedad*, 13(S3), 400-407. <https://rus.ucf.edu.cu/index.php/rus/article/view/2513>
- Comisión Económica para América Latina y el Caribe [CEPAL] (2020). *Informe Especial COVID-19*. Naciones Unidas. https://repositorio.cepal.org/bitstream/handle/11362/45734/4/S2000438_es.pdf
- Crespo, I., y Garrido, A. (2020). La pandemia del coronavirus: estrategias de comunicación de crisis. *Más poder local*, 41, 12-19. <https://dialnet.unirioja.es/descarga/articulo/7407214.pdf>
- Cristiani, A., y Peiró, J. (2019). Calculative and collaborative HRM practices, turnover and performance: Evidence from Uruguay. *International Journal of Manpower*, 40(4), 616-642. <https://doi.org/10.1108/IJM-11-2016-0207>
- da Oliveira, L., y da Costa, J. (2016). Work engagement: individual and situational antecedents and its relationship with turnover intention. *Revista Brasileira de Gestão de Negócios*, 19(65), 415-431. <https://www.scielo.br/j/rbgn/a/gFx4kHKPK9HBNVBMN4ZVW8K/?lang=en&format=pdf>
- da Rocha, L., Pero, V., y Corseuil, C. (2019). Turnover, learning by doing, and the dynamics of productivity in Brazil. *Economía*, 20(3), 191-210. <https://doi.org/10.1016/j.econ.2019.11.001>
- De La Hoz, B., Ferrer, M., y De La Hoz, A. (2008). Indicadores de rentabilidad: herramientas para la toma decisiones financieras en hoteles de categoría media ubicados en Maracaibo. *Revista de Ciencias Sociales*, 14(1). http://ve.scielo.org/scielo.php?script=sci_arttext&pid=S1315-95182008000100008
- de Oliveira, L., Cavazotte, F., y Dunzer, R. (2017). The interactive effects of organizational and leadership career management support on job satisfaction and turnover intention. *The International Journal of Human Resource Management*, 30(10), 1-22. <https://doi.org/10.1080/09585192.2017.1298650>
- Ferreira, C., dos Santos, A., y Melim, J. (2015). Os impactos do turnover para as organizações. *Revista Espacios*, 37(3), 1-24. <https://www.revistaespacios.com/a16v37n03/16370324.html>
- García-Madurga, M., Grilló-Méndez, A., y Morte-Nadal, T. (2021). La adaptación de las empresas a la realidad COVID: una revisión sistemática. *RETOS. Revista de Ciencias de la Administración y Economía*, 11(21), 55-70. <https://doi.org/10.17163/ret.n21.2021.04>
- García-Muñoz, C., Pérez, B., y Navarrete, M. (2020). Las empresas ante el COVID-19. *Revista de Investigación en Gestión Industrial, Ambiental, Seguridad y Salud en el Trabajo - GISST*, 2(2), 85-101. <https://doi.org/10.34893/gisst.v2i2.15>

- González, M. (2006). *La rotación de personal como elemento laboral* [Tesis de maestría, Universidad Autónoma de Nuevo León]. Repositorio Institucional - Universidad Autónoma de Nuevo León.
- González, M., Guzmán, A., Pablo, E., y Trujillo, M. (2019). Is board turnover driven by performance in family firms? *Research in International Business and Finance*, 48, 169-186. <https://doi.org/10.1016/j.ribaf.2018.12.002>
- Haro, A. (2021). La estructura financiera y el fracaso empresarial: una apreciación a las grandes empresas de pesca y acuicultura. *Revista Ciencia Multidisciplinaria CUNORI*, 5(1), 1-16. <https://doi.org/10.36314/cunori.v5i1.148>
- Herrera, A. G., Herrera, A. H., Vega, S., y Vivanco, E. (2016). Razones financieras de liquidez en la gestión empresarial para toma de decisiones. *Qui pukamayoc: Revista de la Facultad de Ciencias Contables*, 24(46), 151-160.
- Joanna Briggs Institute (2022). *Critical appraisal tools*. JBI. <https://jbi.global/critical-appraisal-tools>
- Lahera, E. (2002). *Introducción a las políticas públicas*. Fondo de Cultura Económica.
- Merino, M. (2008). La importancia de la ética en el análisis de las políticas públicas. *Revista del CLAD Reforma y Democracia*, 41, 5-32. <https://www.redalyc.org/pdf/3575/357533672001.pdf>
- Miranda, C., y de Lima, J. (2019). Percepções sobre o turnover na atividade da auditoria interna: um panorama do contexto brasileiro. *Revista Ambiente Contábil*, 11(2), 220-238. <https://doi.org/10.21680/2176-9036.2019v11n2ID16339>
- Morales, J., y Morales, A. (2014). *Crédito y cobranza*. Grupo Editorial Patria.
- Moreira, S., Pozzo, D., Biegelmeyer, U., Camargo, M., Fernandes, A., Craco, T., y Remussi, R. (2016). Factores impactantes na rotatividade: Estudo de caso em uma rede supermercadista. *Revista Espacios*, 37(24), 1-14. <https://www.revistaespacios.com/a16v37n24/16372414.html>
- Munn, Z., Peters, M., Stern, C., Tufanaru, C., McArthur, A., y Aromataris, E. (2018). Systematic review or scoping review? Guidance for authors when choosing between a systematic or scoping review approach. *BMC Medical Research Methodology*, 18(143), 1-7. <https://doi.org/10.1186/s12874-018-0611-x>
- Page, et al. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *Journal of Systematic Reviews*, 10(1), 1-11. <https://doi.org/10.1186/s13643-021-01626-4>
- Ramírez, E., Ramírez, D., y Cajigas, M. (2019). *Capacidad de producción y sostenibilidad en empresas nuevas*. Grupo Editorial Espacios GEES.
- Santos, M., y Santos, R. (2022). Análise da rotatividade de pessoal como um tipo de custo oculto em uma empresa do setor de vidros. *Revista Ambiente Contábil*, 14(2), 338-356. <https://doi.org/10.21680/2176-9036.2022v14n2ID24088>
- Shehansi, N. S., Gunaratne, Y. M. C., Deshappriya, N. P. R., & Fernando, A. G. N. K. (2019). An Empirical Study on the Impact of Job Rotation Practices on Employees Job Performance: Comparative Study of Public and Private Licensed Commercial Banks in Colombo District. *Journal of Management and Tourism Research*, 2(2) 31-48
- Schultz, T. (1961). Investment in human capital. *The American economic review*, 51(1), 1-17.
- Zevallos, E. (2003). Micro, pequeñas y medianas empresas en América Latina. *Revista de la CEPAL*, 79, 53-70. https://repositorio.cepal.org/bitstream/handle/11362/10874/079053070_es.pdf

This work is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License.

Referencias

- Álvarez, H. (2018). El fracaso social de la empresa y la búsqueda de un camino a la cuarta revolución industrial. *Revista de la Agrupación Joven Iberoamericana de Contabilidad y Administración de Empresas (AJOICA)*, 18, 196-229.
- Arrow, K. (1971). The Economic Implications of Learning by Doing. In: Hahn, F.H. (eds), *Readings in the Theory of Growth* (pp. 131-149). Palgrave Macmillan. https://doi.org/10.1007/978-1-349-15430-2_11
- Baque-Cantos, M., Cedeño-Chenche, B., Chele-Chele, J., y Gaona-Obando, V. (2020). Fracaso de las pymes: factores desencadenantes, Ecuador 2020. *Revista Científica FIPCAEC (Fomento de la Investigación y publicación científica-técnica multidisciplinaria)*, 5(4), 3-25. <https://doi.org/10.23857/fipcaec.v5i4.293>
- Cleophas, T., y Zwinderman, A. (2017). *Modern Meta-Analysis: review and update of methodologies*. Springer
- Comas, R., Cuarán, M., y Rivera, G. (2021). Niveles de rotación del talento humano en las cooperativas de ahorro y crédito del Segmento 4 del cantón Ambato.
- Comas, R., Cuarán, M., y Rivera, G. (2021). Niveles de rotación del talento humano en las cooperativas de ahorro y crédito del Segmento 4 del cantón Ambato. *Universidad y Sociedad*, 13(S3), 400-407.
- Comisión Económica para América Latina y el Caribe [CEPAL] (2020). *Informe comunicación de crisis. Más poder local*, 41, 12-19. <https://dialnet.unirioja.es/descarga/articulo/7407214.pdf>
Contábil, 11(2), 220-238. <https://doi.org/10.21680/2176-9036.2019v11n2ID16339>
- Crespo, I., y Garrido, A. (2020). La pandemia del coronavirus: estrategias de
- Cristiani, A., y Peiró, J. (2019). Calculative and collaborative HRM practices, turnover and performance: Evidence from Uruguay. *International Journal of Manpower*, 40(4), 616-642. <https://doi.org/10.1108/IJM-11-2016-0207>
- da Oliveira, L., y da Costa, J. (2016). Work engagement: individual and situational antecedents and its relationship with turnover intention. *Revista Brasileira de*

- da Rocha, L., Pero, V., y Corseuil, C. (2019). Turnover, learning by doing, and the dynamics of productivity in Brazil. *Economía*, 20(3), 191-210. <https://doi.org/10.1016/j.econ.2019.11.001>
- de la CEPAL*, 79, 53-70. https://repositorio.cepal.org/bitstream/handle/11362/10874/079053070_es.pdf
- De La Hoz, B., Ferrer, M., y De La Hoz, A. (2008). Indicadores de rentabilidad: herramientas para la toma de decisiones financieras en hoteles de categoría media ubicados en Maracaibo. *Revista de Ciencias Sociales*, 14(1). http://ve.scielo.org/scielo.php?script=sci_arttext&pid=S1315-95182008000100008
- de Oliveira, L., Cavazotte, F., y Dunzer, R. (2017). The interactive effects of organizational and leadership career management support on job satisfaction and turnover intention. *The International Journal of Human Resource Management*, 30(10), 1-22. <https://doi.org/10.1080/09585192.2017.1298650>
- Especial COVID-19*. Naciones Unidas. https://repositorio.cepal.org/bitstream/handle/11362/45734/4/S2000438_es.pdf
- Ferreira, C., dos Santos, A., y Melim, J. (2015). Os impactos do turnover para as
- García-Madurga, M., Grilló-Méndez, A., y Morte-Nadal, T. (2021). La adaptación de las empresas a la realidad COVID: una revisión sistemática. *RETOS. Revista de Ciencias de la Administración y Economía*, 11(21), 55-70. <https://doi.org/10.17163/ret.n21.2021.04>
- García-Muñoz, C., Pérez, B., y Navarrete, M. (2020). Las empresas ante el COVID-
Gestão de Negócios, 19(65), 415-431. <https://www.scielo.br/j/rbgn/a/gFx4kHKPK9HBNVBMN4ZVW8K/?lang=en&format=pdf>
- González, M. (2006). *La rotación de personal como elemento laboral* [Tesis de maestría, Universidad Autónoma de Nuevo León]. Repositorio Institucional - Universidad Autónoma de Nuevo León.
- González, M., Guzmán, A., Pablo, E., y Trujillo, M. (2019). Is board turnover driven by performance in family firms?. *Research in International Business and Finance*, 48, 169-186. <https://doi.org/10.1016/j.ribaf.2018.12.002>
- Haro, A. (2021). La estructura financiera y el fracaso empresarial: una apreciación a las grandes empresas de pesca y acuicultura. *Revista Ciencia*

- Havránek, T., Stanley, T., Doucouliagos, H., Bom, P., Geyer-Klingenberg, J., Iwasaki, I., Reed, W., Rost, K., y Van Aert, R. (2020). Reporting guidelines for Meta-Analysis in Economics. *Journal of Economic Surveys*, 34(3), 469-475. <https://doi.org/10.1111/joes.12363>
- Herrera, A. G., Herrera, A. H., Vega, S., y Vivanco, E. (2016). Razones financieras de liquidez en la gestión empresarial para toma de decisiones. *Quipukamayoc: Revista de la Facultad de Ciencias Contables*, 24(46), 151-160.
- Joanna Briggs Institute (2022). *Critical appraisal tools*. JBI. <https://jbi.global/critical-appraisal-tools>
- Lahera, E. (2002). *Introducción a las políticas públicas*. Fondo de Cultura Económica.
- Merino, M. (2008). La importancia de la ética en el análisis de las políticas públicas.
- Miranda, C., y de Lima, J. (2019). Percepções sobre o turnover na atividade da auditoría interna: um panorama do contexto brasileiro. *Revista Ambiente*
- Morales, J., y Morales, A. (2014). *Crédito y cobranza*. Grupo Editorial Patria.
- Moreira, S., Pozzo, D., Biegelmeyer, U., Camargo, M., Fernandes, A., Craco, T., y Remussi, R. (2016). Fatores impactantes na rotatividade: Estudo de caso em uma rede supermercadista. *Revista Espacios*, 37(24), 1-14. <https://www.revistaespacios.com/a16v37n24/16372414.html>
- Multidisciplinaria CUNORI*, 5(1), 1-16. <https://doi.org/10.36314/cunori.v5i1.148>
- Munn, Z., Peters, M., Stern, C., Tufanaru, C., McArthur, A., y Aromataris, E. (2018). Systematic review or scoping review? Guidance for authors when choosing between a systematic or scoping review approach. *BMC Medical Research Methodology*, 18(143), 1-7. <https://doi.org/10.1186/s12874-018-0611-x>
- organizações. *Revista Espacios*, 37(3), 1-24. <https://www.revistaespacios.com/a16v37n03/16370324.html>

Otras referencias

- Ouzzani, M., Hammady, H., Fedorowicz, Z., y Elmagarmid, A. (2016). Rayyan - a web and mobile app for systematic reviews. *Journal of systematic reviews*, 5(210), 1-10. <https://doi.org/10.1186/s13643-016-0384-4>
- Page, M., McKenzie, J., Bossuyt, P., Boutron, I., Hoffmann, T., Mulrow, C., Shamseer, L., Tetzlaff, J., Akl, E., Brennan, S., Chou, R., Glanville, J., Grimshaw, J., Hróbjartsson, A., Lalu, M., Li, T., Loder, E., Mayo-Wilson, E., McDonald, S., ... Moher, D. (2021). The PRISMA 2020 statement: an updated guideline for reporting systematic reviews. *Journal of Systematic Reviews*, 10(1), 1-11. <https://doi.org/10.1186/s13643-021-01626-4>

- Ramírez, E., Ramírez, D., y Cajigas, M. (2019). *Capacidad de producción y sostenibilidad en empresas nuevas*. Grupo Editorial Espacios GEES.
19. *Revista de Investigación en Gestión Industrial, Ambiental, Seguridad y Revista del CLAD Reforma y Democracia*, 41, 5-32.
<https://www.redalyc.org/pdf/3575/357533672001.pdf>
- Salud en el Trabajo - GISST*, 2(2), 85-101.
<https://doi.org/10.34893/gisst.v2i2.15>
- Santos, M., y Santos, R. (2022). Análise da rotatividade de pessoal como um tipo de custo oculto em uma empresa do setor de vidros. *Revista Ambiente Contábil*, 14(2), 338-356. <https://doi.org/10.21680/2176-9036.2022v14n2ID24088>
- Schultz, T. (1961). Investment in human capital. *The American economic review*, 51(1), 1-17.
- Universidad y Sociedad*, 13(S3), 400-407.
<https://rus.ucf.edu.cu/index.php/rus/article/view/2513>
- Zevallos, E. (2003). Micro, pequeñas y medianas empresas en América Latina. *Revista*

DECLARACIÓN Y AUTORIZACIÓN

Yo, Mónica Paulina Correa Hidalgo, con C.C: # 1718345018 autor del trabajo de Titulación: Influencia de las Políticas Administrativas en la intención de rotación de trabajadores latinoamericanos: en una revisión sistemática y meta análisis, previo a la obtención del grado de MAGISTER EN CONTABILIDAD Y AUDITORÍA MENCIÓN GESTIÓN TRIBUTARIA en la Universidad Católica de Santiago de Guayaquil.

1.- Declaro tener pleno conocimiento de la obligación que tienen las instituciones de educación superior, de conformidad con el Artículo 144 de la Ley Orgánica de Educación Superior, de entregar a la SENESCYT en formato digital una copia del referido trabajo de graduación para que sea integrado al Sistema Nacional de Información de la Educación Superior del Ecuador para su difusión pública respetando los derechos de autor.

2.- Autorizo a la SENESCYT a tener una copia del referido trabajo de graduación, con el propósito de generar un repositorio que democratice la información, respetando las políticas de propiedad intelectual vigentes.

Guayaquil, 23/05/2023

Firmado digitalmente por
MONICA PAULINA CORREA
CORREA HIDALGO
Fecha: 2023.05.31 14:47:51
-05'00'

f. _____

Nombre: Ing. Mónica Paulina Correa Hidalgo

C.C: 1718345018

Apéndice

Apéndice A: Documento Senescyt



REPOSITORIO NACIONAL EN CIENCIA Y TECNOLOGÍA			
FICHA DE REGISTRO DE TESIS/TRABAJO DE GRADUACIÓN			
TÍTULO Y SUBTÍTULO:	Influencia de las Políticas Administrativas en la intención de rotación de trabajadores latinoamericanos: en una revisión sistemática y meta análisis		
AUTOR(ES) (apellidos/nombres):	Ing. Mónica Paulina Correa Hidalgo		
REVISOR(ES)/TUTOR(ES) (apellidos/nombres):	MAE. Lorena Carolina Bernabé Argandoña. Ec		
INSTITUCIÓN:	Universidad Católica de Santiago de Guayaquil		
FACULTAD:	Sistema de Posgrado		
MAESTRÍA/ESPECIALIZACIÓN	Maestría en Contabilidad y Auditoría Mención Gestión Tributaria		
TÍTULO OBTENIDO:	Magister en Contabilidad y Auditoría mención Gestión Tributaria Modalidad: En línea		
FECHA DE PUBLICACIÓN:	02 de mayo de 2023	No. DE PÁGINAS:	131
ÁREAS TEMÁTICAS:	Políticas Administrativas		
PALABRAS CLAVES/ KEYWORDS:	Políticas públicas; intención de rotación; servicios; América del Sur; revisión sistemática.		
RESUMEN/ABSTRACT (150-250 palabras):	<p>El objetivo del presente estudio fue influencia de las políticas administrativas en la intención de rotación de trabajadores del sector servicios en América del Sur. Se empleó el marco metodológico PRISMA para la ejecución de la revisión sistemática y las sugerencias de MAER-Net en la configuración del metaanálisis en dos bases de datos especializadas: Scopus y Web Of Science. Los resultados indicaron que la emisión de créditos e inyección de liquidez fueron medidas óptimas para reducir la tasa de rotación de personal, a su osciló entre 3 a 17% en empresas del sector servicios en América del Sur.</p>		
ADJUNTO PDF:	<input checked="" type="checkbox"/> SI	<input type="checkbox"/> NO	
CONTACTO CON AUTOR/ES:	Teléfono: +593-0995153453	E-mail: monyocorrea@gmail.com	
CONTACTO CON LA INSTITUCIÓN:	Nombre: María Mercedes Baño Hifóng		
	Teléfono: +593-3804600 ext.2767		
	E-mail: maria.bano@cu.ucsg.edu.ec		