

Strategies to diminish the rotation of personal, case of study in the hotel sector

Estrategias para disminuir la rotación de personal, caso de estudio en el sector hotelero

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Resumen

Con la determinación de este trabajo, la empresa tendrá presente cuales son los indicadores (condiciones de puesto, salario, motivación, ambiente laboral y capacitación) que afectan directamente a la rotación de personal y así poder darle énfasis en los indicadores que no se está trabajando correctamente, permitiendo así reducir la tasa de rotación de personal actual en la empresa. Cada uno de los indicadores se efectuó mediante el diseño de cuestionamientos en instrumentos tales como; entrevista aplicada al gerente de recursos humanos y encuesta dirigida a los colaboradores donde solo se consideró la muestra de 255 colaboradores de los diversos puestos de trabajo de la organización. Los resultados obtenidos en la entrevista y encuestas muestran en forma precisa los principales problemas que tiene la organización, dando como referencia donde se tienen que realizar mejoras con beneficio tanto para la empresa y como los colaboradores. Mediante al análisis de los resultados se observó que el indicador de ambiente laboral que existe en la organización presenta deficiencias en las estrategias que se desarrollan, ya que la mayoría de los colaboradores dicen están inconformes con las actividades que se ejecutan para crear una buen ambiente laboral.

Rotación, Personal, Estrategias

Abstract

With the determination of this work, the company will bear in mind which are the indicators (conditions of position, salary, motivation, labor environment and training) that they affect directly to the job turnover and this way to be able to give him emphasis in the indicators that one is not working correctly, allowing to reduce this way the rate of current job turnover in the company. Each of the indicators was effected by means of the design of questions in such instruments as; interview applied to the manager of human resources and survey directed the collaborators alone where it was considered to be the sample of 255 collaborators of the diverse working places of the organization. The results obtained in the interview and surveys show in precise form the principal problems that the organization has, giving as reference where improvements have to be realized with I am of benefit so much for the company and as the collaborators. By means of to the analysis of the results was observed that the indicator of labor environment that exists in the organization presents deficiencies in the strategies that develop.

Rotation, Personal, Strategies

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Theoretical foundation

Job rotation

For Mondy and Noah (2005), “the rotation of staff is when employees change from one position to another to generate more experience in their area”.

Job rotation is defined as the mobility that is generated by employees to gain more experience in their area.

The job rotation is mainly given, when the employee is no longer satisfied with the activities carried out within their work area, for this reason there is the opportunity to rotate the job at the same hierarchical level and with capacity requirements Similar.

The advantages of job rotation is to provide a broad training experience for each person, taking into account that their capabilities will be greater and thus give the administration greater flexibility for the work schedule, as well as fill vacancies and Once you have an employee motivated by the new activities you will carry out. Consideration should also be given to the disadvantages that job rotation may cause, since costs will be produced for the new training that the employee will receive and there will be a reduction in productivity due to the change of position, since in the previous one it was facilitating savings to the company for the skills he had acquired over time. Another disadvantage is that employees have to adapt to the work rhythm of their new position, new boss and the latter to have someone different with different ideas.

Staff turnover

Personnel turnover is defined as the fluctuation of entry and exit of personnel between an organization and its environment, that is; the exchange of people that is defined by the volume of individuals who enter and leave the company.

Different authors define staff turnover as: The fluctuation of personnel between an organization and its environment, this means that the exchange of people between the organization and the environment is defined by the volume of people who enter the organization and those who leave it.

It is usually expressed through the percentage relationship between admissions and withdrawals, and the average number of workers belonging to the organization in a certain period; It is usually expressed in monthly or annual rates. (Chiavenato, 2001).

Personnel turnover is the number of workers who leave and re-enter in relation to the total of a company, sector, hierarchical level, department or position. From this same definition it follows that the number of workers who leave and are not replaced by others should not be considered as part of the rotation, if a certain number of workers becomes part of the company, but not to replace others that existed before this refers more to the growth of the institution. (González, 1994).

The rotation of personnel is closely related to the loss of productivity, which has made companies focus on solving this problem and worrying about the value that their human assets.

In any company it is normal and healthy for there to be income and departures of personnel for the normal development of the same, it is worrying when it exceeds a certain level of rotation in a short and negative period for both the Company and for employees since they interrupt the pace normal work and established processes.

Generally, staff turnover is expressed through a percentage relationship, over a period of time. It is almost always expressed in monthly or annual rates to allow comparisons, develop diagnoses or promote actions.

According to Chiavenato, (2005): Staff turnover is not a cause in itself, but an effect of certain phenomena produced inside or outside the organization, which condition the attitude and behavior of the staff. It is a variable dependent on internal or external phenomena that affect the organization. Managers responsible for finding the human talent that is required in the organization are concerned about the increase in staff departures or losses, which means that staff withdrawals are compensated with new admissions in order to maintain the appropriate level, in In a certain way, staff turnover is healthy as long as it is not constant so that the organization finds an imbalance.

Recruitment and staff selection

Recruitment of personnel

Personnel recruitment is the process by which the qualified and suitable applicants are identified and attracted to the company to occupy a specific position. In order for this work to be carried out efficiently, it is necessary to define the profile that the applicant must meet. It is important and necessary that factors such as skills, experience, characteristics, professional level and other aspects that are required for the particular position are considered. (Business Grows, 2011) Personnel recruitment is done in two ways, the same as: internal and external recruitment.

Internal recruitment

Internal recruitment focuses on filling vacancies that arise through the relocation of employees active in the organization, this can be done as follows:

- Transferred from other locations of the company.
- Transferred by promotion.
- Ascended by Merits.

External recruitment

External recruitment consists of spreading vacancies in different media and that people are informed, this is done through the following sources:

Spontaneous candidates: They are those people who send their resumes to the company by various means and at different times.

Online employment agencies: These are agencies that serve as intermediaries between the applicants and the company.

Press announcements: They are used at a time when the company needs specific characteristics to fill a specific job, marking aspects such as age, title, skills and experience.

Causes of staff turnover

According to Reyes (1993), "staff turnover has various causes, we could first of all divide them into causes of forced rotation and causes of voluntary rotation", it is important to distinguish both concepts:

- Forced causes: they occur when management decides to end an employment relationship with an employee due to an economic need due to a bad adjustment between the employee and the organization. Forced causes are the result of difficult decisions to make, which have a great impact on the organization and especially on the employee who loses his job, it should be noted: due to termination of employment, death, permanent disability, illness, retirement.
- Voluntary causes: they occur when an employee decides, for personal or professional reasons, to terminate the relationship with the employer. Voluntary causes can be avoided or inevitable. The inevitable voluntary work breaks are due to vital decisions of the employee that go beyond the control of the employer, it should be noted: by resignation of the worker; that it is possibly the cause that this wing reaches of the employer (search for better remuneration, search for professional development, inadequate work relationships, absence of any progress or promotion in a considerable time), for the type of work the employee is satisfied (for example, problems of alignment with the organization's policies and culture, inadequate working conditions), for personal or family reasons, for poor selection and accommodation, for instability, labor dissatisfaction

Rosas (2006) also states that: The causes of the high turnover rate are due to poorly executed or undefined organizational policies within an organization, it also states that they can be related to some short-term factors of the business sector. Some internal policies that would be possible causes of rotation are mentioned below. of personal:

The salary policy of the organization

- The benefits policy of the organization
- Professional growth opportunities located within the organization
- The type of human relationships developed within the organization
- The organizational culture developed within the organization

- The policy of recruitment and selection of human resources
- The criteria and training programs for human resources

Means of intervention

Miranda (2009) in his research on retention strategy says that: Retention actions are those administrative practices aimed at "not letting go" to individuals located in key positions within the company. Far from becoming actions that seek to "make employees feel good", what is at stake is the permanence of that differentiating factor that is expressed in the historical legacy of learning, materialized in the knowledge that people have and that configures what that some call the new basic economic resource, "knowledge".

The important thing to know the causes of staff turnover is to be able to establish strategies that help the reduction of these within the organization, if it is not possible to implement strategies that help the retention of personnel, consequences can be generated regarding costs, recognition, compliance, quality of service, loss of knowledge, distrust, among others.

As Hernández and Mendieta (2013) say that "The phenomenon of staff turnover for employers is a problem, since any strategy of quality, productivity or improvement in employment requires a certain workforce." On the other hand, Malik (2003) says "If you want to avoid the failure to deprive companies and people of their results, then the rotation of jobs should only be done with caution, and only in certain phases of a person's professional development".

According to, Hernández and Mendieta (2013) that the salary is important but it is not final and taking Dess and Lumpkin (2003) as a reference:

Money is a motivating factor, but it is probably not the only one. Other factors may be both personal and professional labor relationships among team workers; the freedom to set schedules; flexibility in the work environment; good relations "boss-subordinate"; feelings of freedom and achievement, etc.

Although these motivating factors are difficult to assess and may vary among employees, one can expect staff retention rates to increase. The implementation of new, better and strong strategies to reduce rotation is not easy for the organization, however, it is necessary for managers to put that point on the agenda and see the need to analyze them and even more important to implement them to counteract rotation and preventing people with high potential from leaving the company, for reasons that may be available to them.

Rotation rate

There is a mathematical relationship to better understand the movement of staff, which is why the staff turnover rate will be defined, according to the author Victor Arias defines the staff turnover rate as the average number of people working during the year in the company. (Arias V., 2006)

The turnover rate is:

The calculation of the turnover rate is based on the volume of entries and exits of personnel in relation to the resources available in a certain area of the organization, within a certain period of time and in percentage terms. (Rosas, 2006)

Based on this, it is inferred that if the turnover of personnel calculated in an organization is equal to zero, it would demonstrate a stagnation in the company, if, on the contrary, there is a high turnover rate, the organization would be presenting a state of fluidity of personnel that it should counter the area of human resources; The ideal staff turnover rate for a company would be the one that allowed retaining good-quality staff, and replacing staff with minor performances and in turn difficult to correct within a feasible and economic framework for the company.

Rosas (2006) states that "There is no number that defines the ideal turnover rate, but a specific situation for each organization based on its problems and the market's own external situation."

Rotation Index Calculation

The calculation of the turnover rate is based on the volume of income and departures of personnel in relation to the employees available in a certain area of the organization, within a certain period of time and in percentage terms (Chiavenato, 2007).

A rotation index equivalent to zero should not be desirable by any institution, as this causes stagnation and in some cases an aging of the institution. In the opposite case of a high index it would reflect a state of fluidity and entropy in the organization, with which it would not be able to properly retain or take advantage of its human resources (Chiavenato, 2007).

A staff turnover rate of zero would demonstrate a state of total stagnation of the organization. On the other hand, a high turnover rate would reflect a state of fluidity and entropy of the organization that could not properly establish and assimilate its human resources.

The ideal turnover rate would be the one that would allow the organization to retain a good quality staff, replacing the one that presents performance distortions that are difficult to correct within a feasible and economical program. There is no number that defines the ideal turnover rate, but a specific situation for each organization based on its problems and the market's own external situation. (Chiavenato, 2007)

Staff turnover rate for human resources planning

$$\text{staff turnover rate} = \frac{I+S}{2PE} 100$$

Where:

I = Personnel income in the period considered.

S = Departures of personnel in the period considered, voluntary as well as by decision of the organization.

PE = Average staff employed in the period considered.

This equation expresses a percentage value referring to the employees that circulate in the organization in relation to the average number of employees. It is generally used for human resources planning

Staff turnover rate for calculating people losses

$$\text{Rotation rate} = \frac{S*100}{PE}$$

Where:

S = Departures of personnel in the period considered, voluntary as well as by decision of the organization.

PE = Average staff employed in the period considered.

This partial equation can hide the results, not considering the income of human resources and that modify the volume of available human resources, but when it comes to analyzing the losses of people and their causes, this equation should be used.

Personnel turnover index that tries to analyze the losses of personnel, which lead people to leave the organization (only disengagements are considered at the initiative of the worker)

$$\text{Staff turnover rate} = \frac{R*100}{(\sum_1^S N/n)}$$

Where:

R= Spontaneous waivers to be replaced

$\sum_1^S N$ = Sum of the number of employees at the beginning of each month.

N= Number of months in the period

This equation tries to analyze the reasons that lead people to leave the organization, neglecting the separations at the initiative of the company itself. This allows you to analyze the outputs that are a consequence only of the attitudes and conduct of staff.

1. Personnel turnover rate by departments, considered as subsystems.

$$\text{Staff turnover rate} = \frac{I+S+2R+2T}{2PE}$$

Where:

I = Personnel income in the period considered

S = Departures of personnel in the period considered, voluntary as well as by decision of the organization.

PE = Average staff employed in the period considered.

R = Personnel receipt by transfer of other subsystems.

T = Personnel transfers to other subsystems.

This index considers the internal flow of personnel through the various subsystems of the organization.

Objectives

The main objective is to determine the causes that generate staff turnover and develop strategies, aimed at improving the retention of workers, through the development of an organizational diagnosis.

Methodology

A descriptive quantitative methodological design was used using surveys and interviews. In addition, a probabilistic sampling of the finite population was carried out, taking as a reference the universe that are the 250 collaborators who are working in the organization in various jobs.

Development and selection of instruments

In the design of instruments to collect data was performed; interview for the human resources manager where the processes that are carried out were questioned, the communication he has with the collaborators and the existence of the current staff turnover with the main objective of "Knowing the operation of the human resources department in the face of human talent with the one that counts the company", this interview is made up of 15 open questions.

Survey for the employees of the company has as its main objective "to identify the variables that directly affect the rotation of personnel in the different departments of the company" for this in the structure of the survey was divided into two parts: aspects of each collaborator such as; position, age, level of study and time in the company, part two consists of the segmented questioning in personnel turnover indicators which were considered; conditions of position, salary, motivation, work environment and training resulting in 16 questioning including closed-type and multiple-choice questions, which facilitated its tabulation, analysis and interpretation of results. Likert scale was used.

Information processing

Phase 1: In the presentation of the project, a meeting was held on Wednesday, September 5, 2018, where they attended; general manager of human resources, deputy manager of human resources, human capital analyst and department heads, providing each member with a link of the project to be carried out in the company also presented some slides and they were explaining each of the aspects and actions to be carried out in a certain time.

Phase 2: To calculate the turnover rate of the company, the casualties recorded from the opening of the hotel that was in May 2016 to 2018 were taken into account, where the data were captured by month and year, for the calculation the data were entered in the "Excel" program considering the loss of people formula. The formula was applied by month and year of the periods of registered losses obtaining the results, a graph was made in "Excel" and I get an interpretation of it. Finally, a comparison of the results per year was made.

Phase 3: A database was designed in the "Excel" program where the results were captured for each section of the survey of the various collaborators.

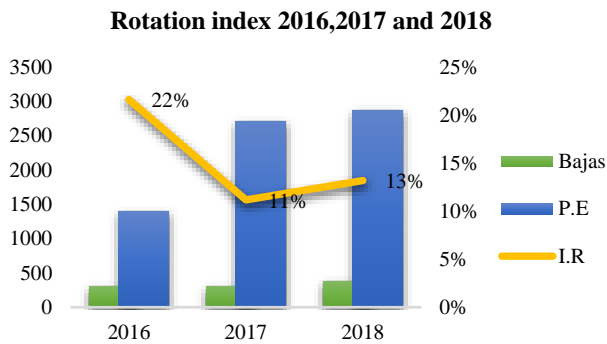
Phase 4: In the analysis of the interpretation of the results obtained in the application of the instruments designed for the human resources manager and the collaborators of the company, the results were collected in a database created in the "Excel" program with the objective of having Easier to identify the main causes that directly influence the high level in the turnover rate in the different areas and positions of the company.

Phase 5: A count of the most mentioned observations was made by performing a tabulation considering a total of people observed of 55 employees, obtaining as a product a graph where the factors that also intervene in the rotation of personnel in the company are identified.

Results

Year	Downs	P.E	I.R
2016	303	1400	22%
2017	303	2709	11%
2018	379	2872	13%

Table 4 Staff turnover rate of 2016-2018
Source Authors, 2018



Graphic 1 Rotation rates
Own Elaboration Source 2019

As you can see the turnover rate in the 2 years of 8 months began with a high turnover rate and currently obtaining a 15%. This tendency of the company personnel to resign is an important challenge for a Human Resources specialist taking as a reference that the turnover of personnel must be reflected in a dynamic and constant balance through the control mechanisms that self-regulate this rotation of employees, allowing to retain professionals who add value to the company. In order to carry out the analysis of this phenomenon, it is essential to resort to the different theories that the authors maintain about the variables that influence the people-organization relationship. These variables include both the motivations, objectives and interests that human beings possess in order to remain satisfied and therefore productive in companies.

Determination of sample size

$$n = \frac{Z^2 p * q N}{e^2 (N - 1) + Z^2 p * q}$$

Where:

- n = Sample size
- N = Population or universe
- Z = Confidence Level
- p = Probability in favor
- q = Probability against
- e = Sample error

Stock Substitution

$$n = \frac{1.96^2 0.5 * 0.5 (250)}{.05^2 (250 - 1)}$$

$$n = \frac{3.8416 (0.5) * 250.5}{0.0025 (250 - 1)}$$

n = 151.684

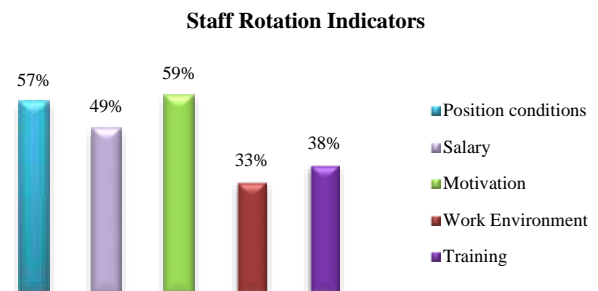
n = 152 Collaborators

Collaborator Survey Result

Indicator	%
Position conditions	57%
Salary	49%
Motivation	59%
Work environment	33%
Training	38%

Table 5 Final results of the indicators
Preparation: Own, 2018

Currently the company's employees stressed that the perceived work environment is not adequate to feel good when performing their work in their work area and also the training provided to new ones is not enough to publicize the work to perform and the use of various equipment to use. The causes of staff turnover were obtained by the instruments applied in the company such as; the interview to human resources manager, survey of collaborators and tour to the different jobs, which was obtained as a product to identify which were the direct variants that intervene in the rotation of personnel in the company, below are the factors obtained:



Graphic 2 Rotation Indicators
Source Authors, 2018

- Insufficient salary
- It does not offer benefits
- The training provided unsatisfied
- Bad staff selection
- Assigned Shifts

- There is preference in collaborators
- Unwanted Work Climate
- Low work projection
- Uniform problems
- Excessive job title
- Conflict between collaborators
- Better job opportunities
- Family problems
- Direct boss does not perform a good role
- Difficulties in adaptation

Based on the information obtained, some strategies were designed that are intended to contribute to reducing staff turnover:

Investigate in the competitive market, the salary scale of the various jobs to compare the level of the hotel business.

Design an evaluation instrument on Organizational Climate in both hotel brands, this so that there is a notion about the employees' feelings.

Design an evaluation instrument on Organizational Climate in both hotel brands, this so that there is a notion about the employees' feelings.

Provide leadership workshops for all leaders of the different departments of the company.

Design a survey leaving the company.

Improve the process selection process in the interview.

Design a training plan.

Provide the human resource with skills, through courses, training, workshops on: customer service, total quality, satisfied customer, staff motivation, teamwork, self-esteem, values and moral principles, professional ethics, and organizational climate.

Contribution

By identifying what are the factors that cause the high turnover rate, intervention proposals were generated that will help to improve some procedures and provide solutions to labor information situations, which will be beneficial for the company to reduce costs and ensure personnel for the organization, it is only enough that the different departments get involved in the activities proposed by the human resources department.

It should be noted that the results shown here are the first ones that have been generated so far that the contribution to obtain the diagnosis and propose strategies to reduce staff turnover is revealed.

Recommendations

Execute the intervention proposals recommended in the different indicators and evaluate the results.

Provide the same treatment to employees and that there are no marked differences by hierarchical level.

Pay more attention to the ideas that may arise from the collaborators, they propose to improve the service, since in these the organization can find a way to do the most practical activities and thus maintain a high quality index for guests.

Maintain frequent communication with the different departments.

Take into account each of the proposals that were offered for each factor that was detected that influences the turnover of personnel in the company, having the benefit of retaining a large majority of employees with a good working environment.

Make all employees involved in all activities carried out by the human resources department.

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