Journal of International Business and Management 6(5): 01-11(2023)
Print ISSN: 2616-5163
Online ISSN: 2616-4655

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

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## 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 (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.

## 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).

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

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).

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

## 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)<br>Refined by: Publication Years: 2022 OR 2021 OR 2020 OR 2019 OR 2018 OR 2017 OR 2016 OR 2015 OR 2014 OR 2013<br>Document Types: Article<br>Languages: English OR Portuguese OR Spanish<br>Research Areas: Business Economics<br>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.

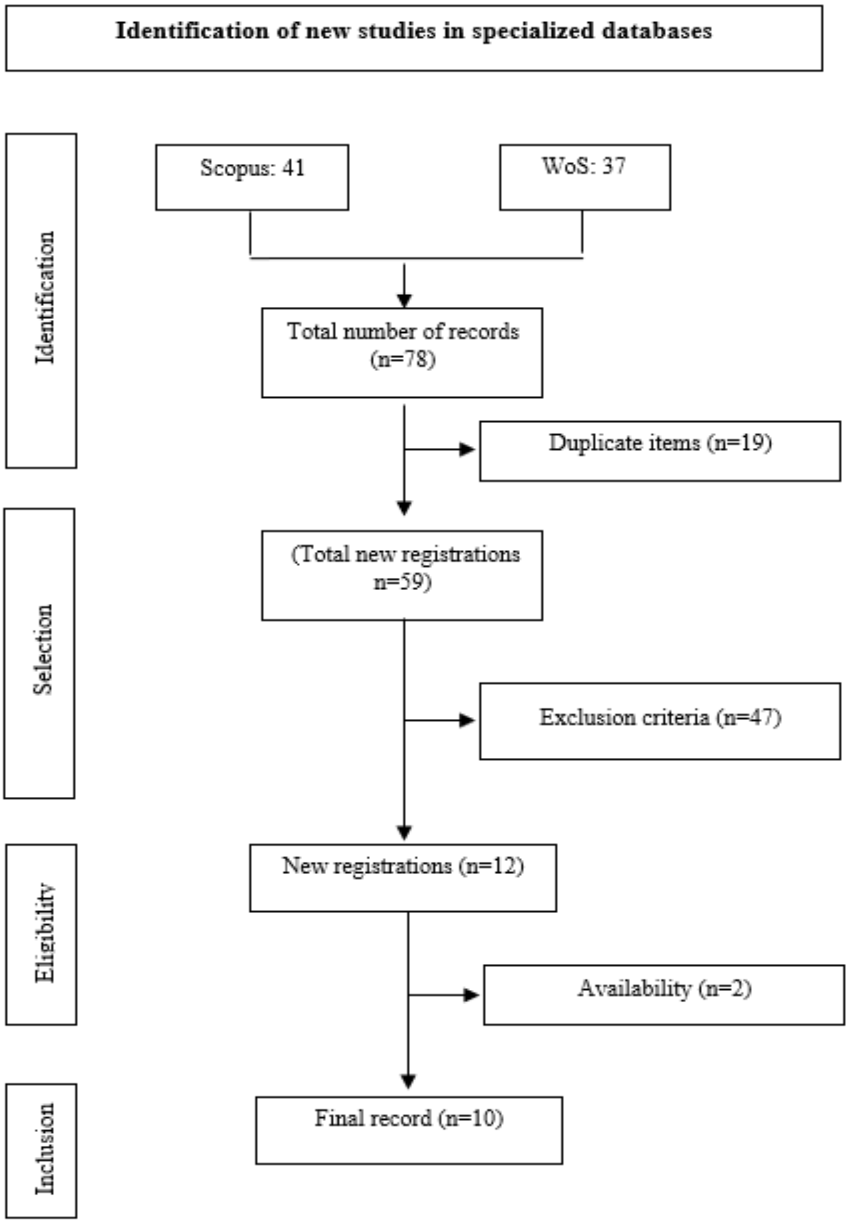


**Figure 1 Flowchart of studies included in specialized databases**

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

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