

Factors involved in the turnover of the frontline employees

Naomi Colin Andrade

La Salle University in Mexico City
Mexico

Research article

Received: August 28, 2020

Accepted: February 26, 2021

Available online: April 30, 2021

Abstract

Recently, in Mexico there has been a growth in service outsourcing companies, and with it the concern of analyzing the high levels of turnover in frontline employees, in order to develop strategies that allow the permanence of employees. The objective of this article is to determine the factors involved in the turnover of frontline employees who work for a facilities services company. This article analyzes the level of importance of the factors that employees indicated to leave the company based on AHP methodology. The sample consists of 158 employees interviewed during their last day at the company. The results reveal that the main reason of the dissatisfaction is related to the work environment and promotions, which can cause, in addition to employee turnover, low levels of engagement, job satisfaction and productivity. We can also identify the main differences between males who indicate dissatisfaction with training as the main reason, while females indicate the work environment at the first level.

Key words: Analytic Hierarchy Process, Employee Turnover, Engagement, Facilities Services, Frontliners, Work Satisfaction.

Outsourcing: factores que intervienen en la rotación de empleados operativos

Resumen

Recientemente, en México ha habido un crecimiento en las empresas de outsourcing de servicios, y con ello la preocupación de analizar los altos niveles de rotación de los empleados operativos, con el fin de desarrollar estrategias que permitan la permanencia de estos. El objetivo principal de este artículo es determinar los factores que intervienen en la rotación de los empleados operativos que trabajan para una empresa de servicios de instalaciones. Este artículo analiza el nivel de importancia de los factores que indicaron los empleados para dejar la empresa con base en la metodología AHP. La muestra está formada por 158 empleados entrevistados durante su último día en la compañía. Los resultados indican que el principal motivo de insatisfacción está relacionado con el clima laboral y las promociones, que pueden ocasionar, además de la rotación de empleados, bajos niveles de compromiso, satisfacción laboral y productividad. También podemos identificar las principales diferencias entre los hombres que indican la insatisfacción con el entrenamiento como principal motivo, mientras que las mujeres indican el entorno laboral en el primer nivel.

Palabras claves: Proceso de Análisis Jerárquico AHP, Rotación de Empleados, Compromiso, Servicios de Instalaciones, Empleados Operativos, Satisfacción Laboral.

1 Introduction

In Mexico, an increasing number of companies choose to outsource their facilities services to external companies: cleaning, catering, pest control, landscaping, maintenance and office support. According to the report *Facility Management Market: Analysis of Global Opportunities and Projections for the Industry, 2017-2023* (Sonawane, 2017), the global facility management market was valued at 31,207 million dollars during 2016 and is projected to reach 80,849 million by 2023, with a Compound Annual Growth Rate (CARG) of 14.4% between 2017 and 2023. The facility management services segment is anticipated to have the highest growth rate during the period in question. In addition of being a strategy to generate savings and reduce operating costs, outsourcing allows companies to fully focus on their core business, as well as to be more competitive against other companies (Kurdi et al., 2011).

Outsourcing companies are no longer just external hiring companies. Nowadays, outsourcing companies become strategic partners for customers in order to help them fulfil their purpose and focus on their business, as they are experts in facilities management (ISS, 2019). First, by ensuring that they have the know-how on each of the services they offer and the correct strategy that matches the culture of the customers. Second, that its most important asset for such services to be carried out, service-oriented employees, have the necessary competences to perform in the position and deliver a quality service, since they are the first face of the company in front of the customers, their role is critical within it (Bustamam, Teng & Abdullah, 2014).

To continue with the paradigm shift from seeing outsourcing companies as yet another provider, it is necessary to break the bad image that many outsourcing companies have generated. It is common that there is a perception that the outsourcing companies do not comply with the Code of Ethical and Business Practice Standards for Outsourcing Professionals (IAOP, 2008) and only focus on reducing their costs, offering poor working conditions, illegal hours and zero concern for their employees (Toffolutti et al., 2017). Since the majority of outsourcing companies employees are located at customers' facilities, employers must ensure that their employees comply with the high quality standards, policies and procedures of their customers. But above all, it is very important to develop a high level of engagement and motivation that maintain employee's performance (Malinowska & Tokarz, 2020) and allows raising and maintaining retention levels (Fernet et al., 2017; Žitkienė & Blusytė, 2015).

Cambra-Fierro, Melero-Polo and Vázquez-Carrasco (2014) confirms that "frontline employees often act as public relations, by being the ambassadors of the company when they communicate and interact with external audiences (e.g., customers)". A frontline employee is one who, in their interaction process, has direct contact with customers and with the delivery of the service (Cambra-Fierro, Melero-Polo & Vázquez-Carrasco, 2014) and for this article we will consider the cleaning, maintenance, gardening, food services and pest control employees.

According to the article *Empleados contentos, clientes satisfechos* (Vargas, 2010), having happy employees guarantees satisfied customers. For this, it is necessary that the employees are motivated, since this will affect their performance and, consequently, their permanence within the company. Chiavenato (2005) defines motivation as the result of the interaction between the individual and the situation that surrounds him. This impulse can be triggered by an external stimulus, which comes from the environment, or it can be generated internally in the mental processes of the individual that is associated with the cognitive system. While

Robbins (1999) says that motivation is the incentive to make a determined effort to meet the objectives of an organization.

Therefore, motivation is a fundamental tool for the performance of employee activities, which can have a direct impact on the fulfillment of its objectives and on the results for the company (Neckermann & Frey, 2013). So, the motivation is considered as a key factor to take in the retention of employees (Zámečník, 2014). Employees have their own motivators, according to their different needs. So it is important to know those needs in order to know how to motivate them. Motivation can be stimulated by higher job autonomy, social support, performance feedback, task identity and variety, job control, among others (Malinowska & Tokarz, 2020). These motivators can be different according to age, gender, marital status or educational level (Salgado, Flegl & Fejfarová, 2020). And this can make programs that aim to reduce turnover levels within a company, effective (Bustamam, Teng & Abdullah, 2014).

Among the industries with the highest levels of turnover, there are the facility services companies, presenting first those with the highest percentage of front-line employees within their headcount with an average of 40.3% globally, while in Mexico it has 77.7% annual turnover (ISS Facility Services, 2019). The high turnover of the frontline employees considerably affects the profitability of the companies, as well as their image in front of the customers (Cambra-Fierro, Melero-Polo & Vázquez-Carrasco, 2014). Therefore, the outsourcing companies must search strategies to increase the retention of their employees (Ozolina-Ozola & Gaile-Sarkane, 2016). Thus, the objective of this article is to determine the factors involved in the turnover of frontline employees who work for a facilities services company, analyzing the internal (salary, poor staff selection, work environment, etc.) and external factors as gender involved in the turnover of the frontline employees, as well as know if there is any relationship between the level of satisfaction of employees with the level of turnover that a company may have, and determine if there is a difference between men and women.

The article is divided into the following sections: materials and methods, where we can check what scale was used and what information was analyzed; results, where the analysis by gender and termination reasons is obtained; discussion; conclusion, the reason for the arguments presented throughout the development.

2 Materials and Methods

Analytic Hierarchy Process (AHP)

Analytic Hierarchy Process was developed by Saaty (1977, 1980) and works with both qualitative and quantitative evaluation of preferences. To obtain criteria priorities, pairwise comparisons based on the fundamental verbal/numerical 1-9 scale is required (Table 4). The number of necessary comparisons for each comparison matrix is $n(n-1)/2$, where n is the number of criteria. Each criterion gains a geometric mean of its comparisons, which are then normalized.

An important requirement is to test consistency of our stated preferences, as human-made decisions can be mutually inconsistent because of the human nature. The most commonly used method for consistency check was developed by Saaty (1977) who proposed a consistency index (CI) related to eigenvalue method. CI is obtained as:

$$CI = \frac{\lambda_{\max} - n}{n - 1} \tag{1}$$

λ_{\max} is the maximal eigenvalue of the pairwise comparison matrix. The consistency ratio (CR) is given by:

$$CR = \frac{CI}{RI} \tag{2}$$

RI is the random index shown in Table 1.

<i>n</i>	3	4	5	6	7	8	9	10
RI	.58	.9	1.12	1.24	1.32	1.41	1.45	1.49

Table 1: AHP - Random indices (Saaty, 1977)

The priorities are considered consistent if the consistency ratio is less than 10%. SuperDecisions software is used to count the criteria preferences and to test consistency of the preferences.

Data

In order to know and analyze the factors involved in the employee turnover, the application of an exit interview to frontliner employees who leave the organization had been selected as the instrument of the analysis. This instrument was applied to employees who left the company nationwide and who appear at the different recruitment offices to end their employment relationship from January to July 2020. This instrument was applied in a paper version and was conducted by HR Business Partner position. The analysis includes responses from 158 employees from Guadalajara, Merida, Queretaro, Veracruz, Oaxaca, Guanajuato, San Luis Potosí, Monterrey, Sinaloa and Mexico City offices. From the total, 84 (53.16%) represents female employees and 74 (46.84%) male employees.

Information on the main reasons for termination is also included, and a difference between them by gender, according to the second objective of the article (Table 2).

	Male	Female	Total
Closing of site	2	2	4
Termination of contract	6	4	10
Dissatisfied with workplace	9	14	23
Dissatisfied with supervision	1	4	5
Dissatisfied with salary	1	3	4
Best Job	15	3	18
Health reasons	3	12	15
Personal reasons	27	31	58
Others	8	10	18
Retirement	2	1	3
Total	74	84	158

Table 2: Responses by gender and reason for leaving

Structure of the model

The interview asked for general information about the Employee's name, Number, Shift, Workplace, and Name of the immediate manager. With these data, we can corroborate the information included in this document, as well as specifically address any problem. The instrument consists of nine items to evaluate employee's satisfaction with Salary, Benefits, Training, Promotions, Work environment, Teamwork, Relationship with immediate leader, Recognition and Uniform. These items are evaluated on a Satisfied - Neutral - Dissatisfied scale. In addition, the instrument also indicates the reason for termination, that includes the following options: Closing of site, Personal reasons, Dissatisfied with salary, Best Job, Rejection/Change Location, Dissatisfied with supervision, Dissatisfied with workplace, Termination of contract, Dissatisfied with site of work, Health reasons, Retirement and Other (Appendix: Figure 3). The company applies these instruments continuously to all employees who leave the company. However, no thorough analysis of the results has ever been performed. The company only stores the reasons for termination in the Human Resources system. That is why an AHP model was constructed to analyze the main reasons of the frontline employees' termination (Figure 1).

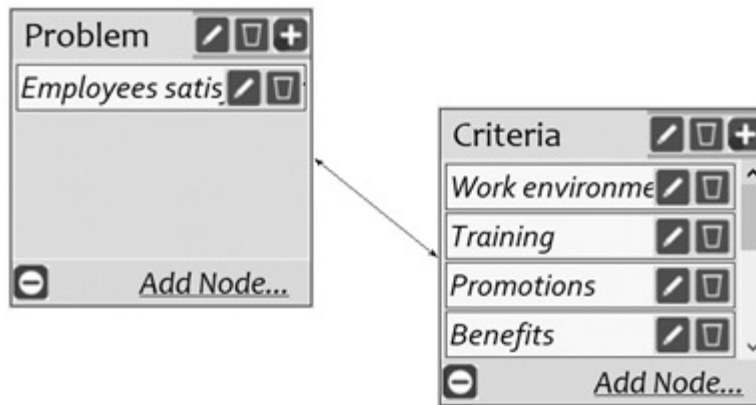


Figure 1: Structure of AHP model

The analysis is divided into three parts. The first part focuses on the general responses of the total sample of 158 employees. The second part analyzes the level of satisfaction according to the Gender, which allows us to identify if there is any significant difference and improve aspects of the organization around them. And, finally, the reason for termination is also analyzed regarding the cause of the separation from the company: Closure of the establishment, Personal reasons, Dissatisfied with salary, Better employment, Rejection/change of location, Dissatisfied with supervision, Dissatisfied with workplace, Termination of contract, Dissatisfied with work, Health, Retirement or Other reasons.

3 Results

General analysis

In accordance with the general results, Figure 2 indicates that the most important factor in the decision to leave the company is Dissatisfaction with the possibility to Growth within the company (promotions) with 25.93% of an importance, followed by Work environment with an importance of 24.91%. Then, Training gained the importance of 16.95%, whereas Teamwork received the importance of 11.68%, and the Relationship with

immediate leader has 7.50%. The most accepted factors are the Personal recognition with the importance of 5.67%, Salary (4.09%) and whether employees receive the proper Uniform (2.17%). The employees indicate that the structure of gained Benefits is the least serious problem (or at least the least important compare to the other factors) to leave the company, as the importance is only 1.65%. The inconsistency of the evaluation in this analysis was 3.50%, which is below the required level of 10%.

Gender analysis

The general analysis gave us only the overall employees' perception in the whole company. However, as the company hires 400 new employees on average per month and the turnover of the frontliners is very high, it is crucial for the company to completely understand the obtained results. That is why, the general analysis is further divided by the employees' gender. According to the differentiation by gender, Figure 2 presents the results for females, with a total of 84 responses, and a consistency level of 3.67%. females place the Work environment as the most important factor when leaving the company with 34.09% followed by Growth within the company (promotions) with an importance of 25.29%. While Teamwork is given a percentage of 13.98% and for the Relationship with immediate leader an importance of 10%. Similar levels of importance were found for the rest of the factors, which indicates that females were largely satisfied with them: Training 4.96%, Salary and Uniform within the same level with 3.17%, while Recognition with 2.76%. Similarly, to the general model, females put the lowest priority while leaving the company to the Benefits (2.57%).

On the other hand, males put the highest priority to Training (32.52%) as the main factor of the dissatisfaction to leave the company, which represents a significant difference of +27.56% compare to females who placed this factor as one of the least important. Males gave the same importance to Work environment and Growth within the company (15.68%). In both cases, males put much lower preference to these two factors compare to females (-18.41%, -9.61% respectively). On the other hand, males perceive the level of Recognition as more important compare to females (+7.05%). The rest of the factors behave in a very similar way as the two previous analyzes: Teamwork with 9.55%, Salary and Relationship with the immediate leader with 6.24% of importance. Uniform continues to occupy one of the lowest levels of importance (2.46%). Finally, and following the same line with the two previous models, we confirmed once again that Benefits are not a reason to leave the company (1.81%) comparing with the general analysis by +0.16% and female analysis by -0.75%. The inconsistency of the evaluation was 2.57%.

Inconsistency	3.50%	3.67%	2.58%			
Factors	General	Females	Males	Females VS General	Males VS General	Females VS Males
Work environment	24.91%	34.09%	15.68%	9.18%	-9.23%	18.41%
Training	16.95%	4.96%	32.52%	-11.99%	15.57%	-27.56%
Promotions	25.39%	25.29%	15.68%	-0.10%	-9.71%	9.61%
Benefits	1.65%	2.57%	1.81%	0.92%	0.16%	0.75%
Reconognition	5.67%	2.76%	9.82%	-2.90%	4.15%	-7.05%
Relationship with immediate leader	7.50%	10.00%	6.24%	2.50%	-1.26%	3.77%
Salary	4.09%	3.17%	6.24%	-0.92%	2.15%	-3.07%
Teamwork	11.68%	13.98%	9.55%	2.30%	-2.12%	4.42%
Uniform	2.17%	3.17%	2.46%	1.00%	0.29%	0.72%

Figure 2: Importance of satisfaction factors

Reason for termination analysis

The instrument applied to the employees who left the company includes 12 different reasons for termination. However, not all of them occur many times. The three mostly occurred reasons are Personal reasons (with 36.70% of occurrence), Dissatisfaction with the workplace (14.55%) and Health reasons (9.49%), representing together 60.74% of all terminations. That is why, in this section, the analysis is extended to examine the factors related to each termination. In this case, females who left the company for the Personal reasons expressed the highest level of dissatisfaction related to Recognition 22.38% and to the Relationship with immediate leader 21.06% (Table 3). This shows significant differences with the male model, where males indicate very low importance of 4.02% for both responses, placing these two factors as the lowest levels of dissatisfaction. On the other hand, males' personal reasons of termination are mainly related to Work environment (28.06%), the lack of Training (27.55%) and Teamwork (17.23%). For both genders the level of Benefits does not represent a serious factor of the dissatisfaction resulting in the contract termination. Females evaluated this factor with importance of only 1.49%, whereas males with 2.01%. This result is in line with the results of the general and gender model. This indicates that the Benefits package that the company has is satisfactory for the employees and this is not a reason for leaving the company.

For females who left the company for Health reasons, the Work environment and possibility of Promotions represent the factors with highest level of importance 32.21% in terms of dissatisfaction. The case of the Work environment may indicate that this factor is directly affecting their Health, or the Work environment is not favorable for their Health conditions. As a result, this undoubtedly continues to position the Work environment as one of the factors to consider for improving the employees' retention in the company. Contradictory to the previous results, termination for the Health issues also show partial problem with the Benefits package. In this case, the importance of this factor is 11.27%, representing a difference of +9.78% compare to the Health issue reason. The Relationship with the immediate leader is placed with an importance level of only 2.10%, which represents a significant difference compared to females who left the company for Personal reasons (-18.96%), who placed this factor as one of the most important (Table 3).

In the case of males who left the company for the Health reasons, there were only few responses (3), which does not allow a more in-depth analysis of the factors. Nevertheless, the termination as a reason of the Health issue was mainly related to possibility of Promotions, level of Benefits and Relationship with immediate leader (all with the importance of 27.27%). We can see that the significant difference in case of the Benefits remain its high importance in this case as well. Males Health issue is not linked to the Work environment (as females indicated), but rather to the Relationship with immediate leader (+25.17% compare to female employees).

Finally, in the case of third most common reason of the termination (Dissatisfaction with the workplace), there are significant differences between females and males. Females who left the company because they were dissatisfied with the Workplace place the highest importance to the Work environment (+38.99%) whose importance is +20.79% higher compare to Males. Since this reason is very general, we could try to obtain more data about it and be more specific in knowing what the reason is for being dissatisfied with the Workplace. Then, females indicate Problems with immediate leader (23.25%), which corresponds to the results in case of the Personal reasons. Contrary, male employees evaluate the Relationship with immediate leaders as one of the lowest important factors of the termination (5.18%). What is interesting, males indicate as the main problem of their termination the level of Salary (34.50%). The Salary issue has not been observed in any of the previous models. Consequently, Benefits are evaluated as the second main reason the of males' termination in this case (24.52%).

Factors	Personal reasons		Health		Dissatisfied with workplace	
	Females	Males	Females	Males	Females	Males
Work environment	7.71%	28.06%	32.21%	3.03%	38.99%	18.20%
Training	12.19%	27.55%	4.80%	3.03%	2.50%	5.30%
Promotions	12.59%	6.54%	32.21%	27.27%	9.99%	2.33%
Benefits	1.49%	2.01%	11.27%	27.27%	8.66%	24.52%
Recognition	22.38%	4.02%	4.80%	3.03%	2.65%	2.33%
Relationship with immediate leader	21.06%	4.02%	2.10%	27.27%	23.25%	5.18%
Salary	4.99%	6.54%	2.99%	3.03%	2.65%	34.50%
Teamwork	12.59%	17.23%	4.80%	3.03%	8.66%	2.33%
Uniform	4.99%	4.02%	4.80%	3.03%	2.65%	5.30%
Inconsistency	2.07%	6.08%	2.18%	0.00%	3.50%	2.84%

Table 3: Importance of satisfaction factors related to reasons for termination

4 Discussion

According to the obtained results, in general terms, it can be observed that the most important factors that influence the decision to leave the company are strongly related to dissatisfaction with the Work environment and possibilities of Promotions. The Work environment is a determining element for good job performance, high productivity rates, job satisfaction and, therefore, low levels of turnover. It can be defined as the set of conditions that contributes to achieving satisfaction in the workplace, that is, the sum of elements that influence the organizational environment, productivity and good performance of employees (Sánchez Trujillo & García Vargas, 2017).

To improve the Work environment, it is important to understand, specifically, by site, how employees feel, and to delve further into these results. Since according to Sánchez Trujillo and García Vargas (2017) within the Work environment there are many other elements that can influence employees' satisfaction, such as collective values, management methods and styles, possibilities for improvement and development, material resources and physical environments, material and moral retribution, engagement, conflict management and motivation, human relations, control and regulations, and organizational structure and work place design. Therefore, implement a job satisfaction questionnaire among current employees can give us more in-depth information about these data and identify the variables that intervene within the work environment, in order to guide the programs of the human resources area towards these needs and propose immediate actions that allow increasing retention rates among employees (Manosalvas & Manosalvas, 2015).

Promotions are related to the lack of development within the company, and the stagnation that this produces in the evolution of their professional careers. This may be due to various factors, including the lack of adequate programs / policies for the creation of career plans or, if these internal mobility programs exist, perhaps the appropriate and official communication channels are not being used (Grunewald, 2014). Therefore, it is important to check if the company currently has a program for job Promotions, if it has a portal

to publish vacancies internally, as well as any success stories that can be made known to all employees. Even check if there are enough positions for operational personnel to which they can be promoted. For example, for every 50 Cleaner positions there is one Polisher position, which would be next in a career plan. If the company does have these policies, it is important to check that the guidelines within them are clear to everyone.

Moreover, results also indicate necessity to pay an attention to employee's training. As Ngai, Cheung and Yuan (2016) observed, training adequacy and self-actualization have positive effect on work motivation and work engagement. Therefore, it is suggested to review the training programs within the company as well, the frequency of their delivery and carry out a Detection of Training Needs. This detection is a specific diagnosis that is carried out in each job position to establish the difference between the pre-established levels of execution and the actual performance of the employee, in terms of knowledge, abilities and skills (Secretaria del Trabajo y Prevision Social, 2000). Since, according to the obtained results, males place Training as the first important factor in the decision to terminate their employment relationship. According to the research by Iracheta (2012), there is a strong relationship between the amount of training hours given and the decrease in the levels of employee turnover, especially in the case of the frontliner employees, which leads us to carry out a deeper analysis between the types of positions that answered the survey. These differences could be due to the type of position they hold, that is, males occupy a greater number of technical positions within the company, and for which they need a more specialized degree of training, if we compare it with the positions of cleaners that females occupy.

On the other hand, the highest percentage of the sample (37.1%) indicates that the reason for leaving the company is the Personal reasons. What is more, according to the results, this criterion places the Personal recognition and the Relationship with the immediate leader with the highest level of importance in dissatisfaction to leave the company. So, the company should modify its recognition program that allows to identify those employees who provide excellent service, contribute with innovative ideas or maintain an adequate level of performance in accordance with the established objectives. Company must find a way of honoring the ones who go that extra mile as high levels of perceived recognition signal to employees that their organization values their contributions. What is more, perceived recognition serves as a signal to employees to take further actions aligned with their personal development (Tsarenko, Leo & Tse, 2018).

Ologbo and Saudah (2012) found in their research on Individual Factors and Work Outcomes of Employee Engagement that recognition is one of the individual factors that intervenes in the level of commitment that an employee may have within the company. Nevertheless, recognition programs do not necessarily have to represent direct financial costs for the company. Company can recognize employees' small achievements or celebrate their key accomplishments, which would help them to reinforce their self-confidence as well as increase their engagement to the company (Santana, 2013; Tsarenko, Leo & Tse, 2018).

This does not always have direct financial costs, and can include celebration of key accomplishments to increase employee pride in their work.

Limitations of the analysis

The presented results have some limitations. First, the number of surveyed employees is very small (8.32%) considering the number of people who have left the company from January to July of this year (1,899 employees). No more responses were received due to contingency issues of the last months, since employees are prevented from remaining in the office when they are about to resign. Further, once the results

are obtained, it is detected that the questionnaire currently used in the company is not very specific, that is, it allows obtaining very general answers. Because of this, it is not possible to adjust precisely new actions that can be implemented immediately. Finally, the results cannot be generalized for other types of companies, it is only applicable for service companies, as well as for the frontline profiles.

5 Conclusions

If the purpose of the organization is to reduce turnover levels, it is necessary to disclose how much it costs. It seems to me that for no employee, it is clear how much it costs the company for a person to stop working there and start the recruiting process from scratch, and I am not only referring to the economic issue, but to other factors, such as retraining someone on the job position or increase the workload for the rest of the employees while the new hire arrives, to mention a few.

And, therefore, we know that the turnover numbers are high, that this directly impact the company's KPIs, but we do not implement any direct strategy to change this. Have the leaders of the organization ever wondered what to do to prevent employees from leaving the company? It is already a difficult task to attract talent, and now that you have it, what are you doing to retain it?, which is a doubly difficult task.

According to this article, most of the employees leave for the Work environment that is directly related to the level of work satisfaction, in this sense the question arises, what impact does the job satisfaction of the workers have on the organization? How much is it costing us not to know them, ask them what they need, treat them well and listen to them. Undoubtedly, this article gives us a context of how the organization is and it is an invitation to carry out a more in-depth analysis of the factors that affect the company's turnover levels.

It is important to review the off boarding process, and modify the interview format to have more specific data that can help to better understand why employees are leaving. Likewise, prepare a work climate plan in the different sites since the Work environment is one of the factors with the highest percentage of importance for an employee to leave the company, if there is a periodic satisfaction survey and do more about follow-up to the action plans according to the results of the survey.

6 References

Bustamam, F.L., Teng, S.S. & Abdullah, F.Z. (2014). Reward Management and Job Satisfaction among Frontline Employees in Hotel Industry in Malaysia. *Procedia - Social and Behavioral Sciences*, 144, 392-402. <https://doi.org/10.1016/j.sbspro.2014.07.308>

Cambra-Fierro, J., Melero-Polo, I. & Vázquez-Carrasco, R. (2014). The role of frontline employees in customer engagement. *Revista Española de Investigación de Marketing ESIC*, 18(2), 67-77. <https://doi.org/10.1016/j.reimke.2014.06.005>

Chiavenato, I. (2005). *Introducción a la teoría general de la administración*. México, Mc Graw Hill.

Fernet, C., Trépanier, S.-G., Demers, M. & Austin, S. (2017). Motivational pathways of occupational and

organizational turnover intention among newly registered nurses in Canada. *Nursing Outlook*, 65(4), 444-454. <https://doi.org/10.1016/j.outlook.2017.05.008>

Grunewald, M. (2014). *Why More Employees Are Considering Leaving Their Companies*. LinkedIn Talent Blog, [Online], available: <https://business.linkedin.com/talent-solutions/blog/2014/03/internal-mobility-exit-survey> [21 Ago 2020].

IAOP (2018). *Code of Ethical and Business Practice Standards for Outsourcing Professionals.*, Outsourcing Standards Board, [Online], Available: <https://www.iaop.org/Content/23/126/3029> [31 May 2020].

Iracheta, R. (2012). *La capacitación y su impacto en la rotación de personal*. Universidad Autónoma de Nuevo

León. México, Available: <http://eprints.uanl.mx/2988/1/1080224608.pdf>

ISS (2019). *Annual Report*, ISS [Online].

ISS Facility Services (2019). *Future of Outsourcing White Book*. June 8, 2020, ISS Intranet.

Kurdi, M.K., Abdul-Tharim, A.H., Jaffar, N., Azli, M.S., Shuib, M.N. & Ab-Wahid, A.M. (2011). Outsourcing in Facilities Management- A Literature Review. *Procedia Engineering*, 20, 445-457. <https://doi.org/10.1016/j.proeng.2011.11.187>

Malinowska, D. & Tokarz, A. 2020. The moderating role of Self Determination Theory's general causality orientations in the relationship between the job resources and work engagement of outsourcing sector employees. *Personality and Individual Differences*, 153, 109638. <https://doi.org/10.1016/j.paid.2019.109638>

Manosalvas, C. & Manosalvas, L. (2015). El clima organizacional y la satisfacción laboral: un análisis cuantitativo riguroso de su relación. *AD-Minister*, 26, 5-15. <https://dx.doi.org/10.17230/ad-minister.26.1>

Neckermann, S. & Frey, B.S. (2013). And the winner is...? The motivating power of employee awards. *The Journal of Socio-Economics*, 46, 66-77. <https://doi.org/10.1016/j.socrec.2013.06.006>

Ngai, S.S., Cheung, C. & Yuan, R. (2016). Effects of vocational training on unemployed youths' work motivation and work engagement: Mediating roles of training adequacy and self-actualization. *Children and Youth Services Review*, 63, 93-100. <http://dx.doi.org/10.1016/j.childyouth.2016.02.020>

Ologbo C. & Saudah S. (2012). *Individual Factors and Work Outcomes of Employee Engagement*. The 2012 International Conference on Asia Pacific Business Innovation & Technology Management, Pattaya, Thailand, 498-508.

Ozolina-Ozola, I. & Gaile-Sarkane, E. (2016). Job Change in Latvia: The Role of Labor Market Conditions and Employees' Socio-Demographic Characteristics. *Procedia Computer Sciences*, 10, 197-204. <https://doi.org/10.1016/j.procs.2017.01.106>

Robbins, S. (1999). *Comportamiento Organizacional*. México, Pearson.

Saaty, T.L. (1977). A Scaling Method for Priorities in Hierarchical Structures. *Journal of Mathematical Psychology*, 15(3), 234-281. [http://dx.doi.org/10.1016/0022-2496\(77\)90033-5](http://dx.doi.org/10.1016/0022-2496(77)90033-5)

Saaty, T.L. (1980). *The Analytic Hierarchy Process*. McGraw-Hill, New York.

Saaty, R.W. (1987). The Analytic Hierarchy Process - What it is and how it is used. *Mathematical Modelling*, 9(3-5), 161-176. [https://doi.org/10.1016/0270-0255\(87\)90473-8](https://doi.org/10.1016/0270-0255(87)90473-8)

Salgado, K., Flegl, M. & Fejfarová, M. (2020). Factors affecting talent retention in tech start-ups. *Scientific Papers of the University of Pardubice – Series D*, 28(1), 138-149.

Sánchez Trujillo, M.G. & García Vargas, M.L. (2017). Satisfacción Laboral en los Entornos de Trabajo. Una exploración cualitativa para su estudio. *Scientia et Technica*, 22(2), 161-166.

Santana, C. (2013). *Reconocimiento temprano: la clave para disminuir la rotación laboral*. Acsendo.glob, [Online], Available: <https://blog.acsendo.com/reconocimiento-temprano-la-clave-para-disminuir-la-rotacion-laboral/> [10 Ago 2020].

Secretaría del Trabajo y Previsión Social (2000). *Portal de Concertación y Capacitación Laboral*, [Online], Available: <https://productividadlaboral.stps.gob.mx/>

Sonawane, K. (2017). *Facility Management Market: Analysis of Global Opportunities and Projections for the Industry, 2017-2023*. Allied Market Research.

Toffolutti, V., Reeves, A., McKee, M. & Stuckler, D. (2017). Outsourcing cleaning services increases MRSA incidence: Evidence from 126 english acute trusts. *Social Science & Medicine*, 174, pp. 64-69. <https://doi.org/10.1016/j.socscimed.2016.12.015>

Tsarenko, Y., Leo, C. & Tse, H.H.M. (2018). When and why do social resources influence employee advocacy? The role of personal investment and perceived recognition. *Journal of Business Research*, 82, 260-268. <https://doi.org/10.1016/j.jbusres.2017.09.001>

Vargas, I. (2010). *Empleado contento, clientes satisfechos*. Expansión, [Online], Available: <https://expansion.mx/negocios/2010/10/27/empleado-contento-clientes-satisfechos> [8 Jun 2020].

Zámečník, R. (2014). The measurement of employee motivation by using multi-factor statistical analysis. *Procedia Social and Behavioral Sciences*, 109, 851-857. <https://doi.org/10.1016/j.sbspro.2013.12.553>

Žitkienė, R. & Blusytė, U. (2015). The management model for human-resource outsourcing among service companies. *Intellectual Economics*, 9(1), 80-89. <https://doi.org/10.1016/j.intele.2015.10.003>

7 Appendix

Entrevista de Salida

Fecha _____

Estamos interesados en conocer lo que piensas acerca de la empresa y su ámbito laboral, con la finalidad de lograr una mejora continua. Por lo que solicitamos nos apoyes contestando el siguiente cuestionario, la información proporcionada será manejada confidencialmente.

Nombre Completo: _____ No. de Empleado _____
 Lugar de Trabajo: _____ Puesto _____ Turno _____
 Teléfono/Celular _____ Jefe Inmediato _____

Marca con una "X" el motivo de tu separación laboral con ISS FACILITY SERVICES, selecciona solo una opción:

- | | | | |
|--|---|--|---|
| <input type="checkbox"/> Cierre de establecimiento | <input type="checkbox"/> Motivos personales | <input type="checkbox"/> Insatisfecho con salario | <input type="checkbox"/> Mejor Empleo |
| <input type="checkbox"/> Rechazo/Cambio de ubicación | <input type="checkbox"/> Insatisfecho c/supervisión | <input type="checkbox"/> Insatisfecho c/lugar de trabajo | <input type="checkbox"/> Finalización de contrato |
| <input type="checkbox"/> Insatisfecho con el trabajo | <input type="checkbox"/> Motivos de salud | <input type="checkbox"/> Pensión | <input type="checkbox"/> Otro |

Detalle de Baja (Por entrevistador) _____

Opciones que se le proporcionó al trabajador _____

Marca con una "X" el nivel de satisfacción que tuviste en cada uno de los siguientes aspectos de tu empleo.

	Satisfecho 😊	Algo Satisfecho 😐	Insatisfecho 😞
Salario	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prestaciones (IMSS, aguinaldo, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Capacitación	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Posibilidad de Ascenso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ambiente de Trabajo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trabajo en Equipo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relación con tu Jefe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reconocimiento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Uniforme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

¿Volvería a trabajar para ISS en el futuro? Sí No

¿Le recomendaría trabajar en la empresa a un conocido? Sí No

Datos del Recomendado
 Nombre: _____
 Teléfono: _____

Algunos comentarios y/o sugerencias que deseo manifestar y que no están incluidos en éste cuestionario son:

Figure 3: Instrument: Exit Interview

Intensity of importance on an absolute scale	Definition	Explanation
1	Equal importance	Two activities contribute equally to the objective
3	Moderate importance of one over another	Experience and judgement strongly favor one activity over another
5	Essential or strong importance	Experience and judgement strongly favor one activity over another
7	Very strong importance	An activity is strongly favored and its dominance demonstrated in practice
9	Extreme importance	The evidence favoring one activity over another is of the highest possible order of affirmation
2, 4, 6, 8	Intermediate values between the two adjacent judgements	When compromise is needed
Reciprocals	If activity <i>i</i> has one of the above numbers assigned to it when compared with activity <i>j</i> , then <i>j</i> has the reciprocal value when compared with <i>i</i>	
Rationales	Ratios arising from the scale	If consistency were to be forced by obtaining <i>n</i> numerical values to span the matrix

Table 4: AHP – fundamental scale (Saaty, 1987: 165)