

## Implementation of alternative solutions to reduce staff rotation levels in Potzoliza "La casa del Pozole" in Pachuca, Hgo

### Implementación de soluciones alternativas para reducir los niveles de rotación del personal en Potzoliza "La casa del Pozole" en Pachuca, Hgo

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#### Abstract

The purpose of this research is to propose, implement and evaluate alternative solutions to the problem related to the high turnover rate of the restaurant company "Potzoliza, the house of Pozole" located in the city of Pachuca, Hidalgo. This research is mixed, descriptive and explanatory, transversal, non-experimental and field. Through the application of personnel surveys, information was obtained to design intervention proposals for this problem, among which the implementation of training programs, incentive systems and salary adjustments stood out. Based on this information, three different solution proposals were formulated to counteract the problem of staff turnover, which could be implemented and evaluated; finding that the rotation of personnel depends on the existence of training programs in the establishment, and on the contrary, it does not depend on the current salary received by workers for the provision of their services. It was concluded that the proposals made contributed to the solution of the initial problem identified in the company object of this investigation.

**Index of staff turnover, Training program, Incentive system, Salary adjustment**

#### Resumen

La presente investigación tiene como objetivo proponer, implementar y evaluar alternativas de solución a la problemática relacionada con el alto índice de rotación de personal en la empresa restaurantera "Potzoliza, la casa del Pozole" ubicada en la ciudad de Pachuca, Hidalgo. Esta investigación es de tipo mixta, descriptiva y explicativa, transversal, no experimental y de campo. Mediante la aplicación de encuestas al personal se obtuvo información para diseñar las propuestas de intervención a dicha problemática, entre los que destacaron la implementación de programas de capacitación, sistemas de incentivos y ajustes en su salario. Tomando como base dicha información, se procedió a la formulación de tres diferentes propuestas de solución para contrarrestar el problema de rotación de personal, las cuales pudieron ser implementadas y evaluadas; encontrando que la rotación de personal depende de la existencia de programas de capacitación en el establecimiento, y por el contrario, ésta no depende del salario actual que reciben los trabajadores por la prestación de sus servicios. Se concluyó que las propuestas formuladas contribuyeron a la solución de la problemática inicial identificada en la empresa objeto de esta investigación.

**Índice de rotación de personal, Programa de capacitación, Sistema de incentivos, Ajuste salarial**

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## Introduction

The turnover of personnel in companies is one of the problems that most afflict some economic sectors and brings serious problems for the organization.

This problem usually brings with it certain disadvantages such as: downsizing of personnel in companies, lower productivity, increased costs for extra payments to staff that cover empty positions, loss of time and money when training newly hired employees, bad image of the organization to the public, loss of clientele, among others.

This problem is usually due to a number of factors such as: poor training of employees, biological or unavoidable casualties, losses for personal reasons, by decision of the company itself, job dissatisfaction, poor motivation of employees, unfair economic compensation, inappropriate treatment, lack of job growth, inadequate working conditions, etc.

The situation described above seriously afflicts small and medium-sized restaurants in the state of Hidalgo since they are in constant growth and development, due to the large number of places and gastronomic diversity offered by the region.

The rotation of personnel in the small and medium sized restaurant companies affiliated to the CANIRAC (National Chamber of the Restaurant and Seasoned Food Industry) in Pachuca, Hgo. has increased significantly in recent years. One of these companies is Potzoliza "La casa del Pozole", which was the subject of this study and in which this problem has frequently been presented.

Given the previous situation, it was suggested that the level of personnel turnover that occurs in the company will decrease with the implementation of a personnel training program and the improvement of the incentive system, as well as the preparation of an adjustment in the remuneration of the employees through the analyzes of positions and valuation of the same ones, since the wages in the company Potzoliza "La casa del Pozole" are low.

Being an investigation focused on the rotation of personnel in a restaurant business, this result will serve to apply in a wide range of companies of the same line that are in a situation or similar problem, with the purpose that small and medium entrepreneurs Take steps to retain your staff.

The article consists of five main sections, the first of which corresponds to the measures to counteract the rotation of personnel, which addresses general aspects related to the central topic of the investigation; Subsequently, the methodology used to obtain information and the development of intervention proposals is explained, followed by the results obtained from the application and analysis of them; and finally, the respective conclusions are exposed.

## Measures to counteract staff turnover

Taking as reference the research carried out by Trejo (2014) about the suffering of restaurants by rotation of personnel, in which the president of CANIRAC Julio Bravo González pointed out that the percentage of rotation of the personnel in restaurants is between 30 and 35 percent In the state of Hidalgo, due to the deficient incentive system, he concluded that each business offers its workers incentives that favor their permanence in the work centers, which depend on the salary, tips, work environment and training programs developed by the company.

According to the above, staff turnover is a critical factor to be considered within companies, which Chiavenato (2011) defines as "the fluctuation of personnel between an organization and its environment, and is defined by the volume of people entering. to the organization and those that leave it "(p 116).

The measures to be considered to counteract this problem lie in:

1. Personnel training programs, which according to Chiavenato (2011) are "a short-term process applied in a systematic and organized manner, through which people obtain knowledge, skills, and abilities based on defined objectives" (page 322) .

### Incentive systems that are called as:

A systematic campaign that targets individuals and teams to improve the environment and performance of a company. Some of its specific objectives are: the promotion of certain actions or habits in particular; channeling the participants towards a given goal; the integration of strategies related to staff motivation; be able to measure the results obtained from a given activity. (Pérez y Gardey, 2013)

Which indicate that the performance of people depends on the level of satisfaction they have at work, so the result can vary positively or negatively when the employee feels good or bad, due to extrinsic factors (salary, conditions of work, job security, etc.) and intrinsic (recognition, personal fulfillment, progress or promotion, etc.).

3. Salary adjustments that according to Martínez (2005) are "all the quantitative modifications that deserve salaries due to contractions that occasionally suffer the purchasing power of the current ordinary salary". These adjustments are made through the use of job valuing methods, which are intended to:

...determine the position each position occupies in relation to the others, that is, the significant differences between the various positions are placed on a comparative basis, in order to arrive at an equitable distribution of salaries within an organization and, thus, neutralize any arbitrariness. (Chiavenato, 2011, p. 238)

One of the methods of valuation used most frequently is the method of valuation by points, which is considered one of the most complete to determine the salary corresponding to each position. This consists in the comparison of the components of the positions with valuation factors, to which numerical values (points) are attributed to obtain a final rating.

Therefore, it is essential to consider the joint application of the aforementioned measures in order for the restaurants to retain their staff for longer periods of time.

### Methodology

The study was conducted in Potzoliza restaurant "La casa del pozole", which began operations in June 2006. Currently has three branches distributed in different areas of the city of Pachuca, Hgo. The company had, at the time of the study, a staff of 28 workers in total; which gave guidelines to the conduct of the research through a census, since it was considered that the study population was too small to apply sampling.

The definition of the type and level of research are presented in Tables 1 and 2 respectively.

Type of research by its nature	Type of investigation for its purpose	Subclassification
Mixed	Basic / Pure / Fundamental	Substantive research
	Applied / Active / Dynamic	Technological research

**Table 1** Definition of the type of investigation

Source: Self Made

For its depth and purpose	Type of occurrence of events: temporal dimension	Control of the variable	For the place where the information is collected
Descriptive	Transversal	Not experimental	Field
		Ex Post Facto	
Explanatory			

**Table 2** Level of research

Source: Self Made

The development of the present investigation was carried out in a period of six months which comprised August to December 2017.

The obtaining of information was carried out through the application of a measurement instrument type survey, which was divided into the sections that are indicated in Table 3.

Type of questions	Sections	No. of questions
<b>Mixed (open and closed)</b> a) Dichotomous b) Trichotic c) Multiple choice d) Scales	A. Information sheet	4
	a) Personal information	7
	b) Data on the position	
	B. Specific information about the position	12
	c) Staff training	8
	d) Incentive system	
	e) Salary adjustment	13
f) Job content	6	
		Total: 50

**Table 3** Characteristics of the survey

Source: *Self Made*

The investigation was carried out with two mediate purposes. First as a tool to reduce the high turnover rate of personnel in the company Potzoliza; second, as a source of objective information that could show causes of the main problem, as well as measures to counteract it that would serve as a reference to other companies that were in a similar situation.

## Development

The hypotheses that were raised for the investigation were:

### General

#### VD1

Hi: The level of staff turnover will decrease with the implementation of a personnel training program, and the improvement of the incentive system, as well as the preparation of an adjustment in the remuneration of employees through the analysis of positions and valuation of the same, since the salaries in the Potzoliza company "La casa del pozole" are low.

H0: The level of staff turnover will not decrease with the implementation of a personnel training program.

And the improvement of the incentive system, as well as the elaboration of an adjustment in the remuneration of the employees through the analysis of positions and valuation of the same, since the salaries in the Potzoliza company "La casa del pozole" are low

### Specific

#### VI1

H1: The level of staff turnover will decrease when a staff training program is implemented in the three branches of the Potzoliza company "La casa del pozole".

H0: The level of staff turnover will not decrease when implementing a staff training program in the three branches of the Potzoliza company "La casa del pozole".

#### VI2

H2: The level of staff turnover will decrease if the incentive system is improved in the three branches of the Potzoliza company "La casa del pozole".

H0: The level of staff turnover will not decrease if the incentive system is improved in the three branches of the Potzoliza company "La casa del pozole".

#### VI3

H3: The high level of staff turnover is due to the fact that salaries at the Potzoliza company "La casa del pozole" are low compared to the functions performed by employees.

H0: The high level of staff turnover is not due to the fact that salaries at the Potzoliza company "La casa del pozole" are low compared to the functions performed by employees.

According to the information obtained from the application of the measurement instrument, which will be exposed in the results section, three solution alternatives were proposed for the problem of staff turnover that are:

a) The design of a training program divided into three topics of greater relevance to the staff.

b) A system of incentives according to the needs and preferences of employees.

c) Obtaining data referring to the salary of the same to make a later comparison.

Below, the three proposals for intervention formulated are described:

### 1. Personnel training program

This program was applied for a week in the three branches of the company in question, with the corresponding staff participating in each topic. It was taught outside of working hours so as not to interfere with the activities of the staff. Each meeting was developed in a previously established schedule, in which the support material was provided and the activities proposed in each of them were carried out (table 4).

### 2. Incentive plan

An incentive plan was designed and presented in Table 5. In addition, terms and conditions were established under which the corresponding staff incentive could be granted. However, by provisions of the company's owner, the implementation of the proposed incentive system was not allowed, because this implied an extra expense for the organization and did not have sufficient resources to pay for it.

Topic	Participants	Meeting / Theme	Duration	Support material
Process of preparation of pozoles and emplata	-Trainer -Chef -Kitchen assistants	1 / Ingredients needed for each type of pozole	10 min.	- Pozole list of ingredients - Elaboration process of each pozole
		2 / Elaboration and plating of the saucers	20 min.	
Service and customer support	-Trainer -Captain of waiters -Waiters -ATM -Waiter assistants	1/10 Components of a quality service	20 min.	- Components of a quality service - Types of clients
		2 / Take order	15 min.	- Restaurant orders
		3 / Setting the table	15 min	

Safety and hygiene	-Trainer -Chef -Kitchen assistants -Lava earthen ware -Waiters captain -Waiters -Waiter assistants -ATM	1 / Hazard identification	20 min.	- Sheets - Markers - Hazard control list - Safety sheet in restaurants - Hazard Identification and Control Worksheet
		2 / Control of hazards	20 min.	- Sheets - Markers - Tips sheets
		3 / Hygiene regulation	10 min.	- Hygiene regulations (attached to the NOM 251)

Incentive	Área	Bond	Time	Responsible
Punctuality	Servicio y cocina	\$200.00	Monthly	Administrative manager
Service area	Servicio	\$500.00	Monthly	Operational Manager
Cleaning and hygiene	Cocina	\$500.00	Monthly	Operational Manager
Product sale	Servicio	\$300.00	Monthly	Operational Manager
Speed and quality	Cocina	\$200.00	Weekly	Operational Manager
Meso-cashier bonus	Servicio	\$50.00	Weekly	Administrative manager
Discounts or courtesies on household products	Servicio	[precio del turno del mesero]	Biweekly	Operational Manager

**Table 5** Incentive plan

Source: Self Made

### 3. Salary adjustment

In order to carry out the salary adjustment, the previously mentioned valuation method was used, which allowed determining the salary corresponding to the score obtained in each position (table 6); with the purpose of making a comparison with the current salaries of the personnel (same that will be exposed in the section of results).

Market Stall	Class	Points		Salary	
		Mín	Max	Mín.	Max.
Lava earthenware	10	170	180	1,971.20	2,956.80
Busboy	9	181	190	2,089.47	3,134.21
Waiter	5	221	230	2,562.56	3,843.84
Waiters captain	4	231	240	2,680.83	4,021.25
Kitchen assistant	3	241	250	2,799.10	4,198.66
Chef	1	261	270	3,046.40	4,569.60

**Table 6** Salary adjustmentSource: *Self Made*

## Results

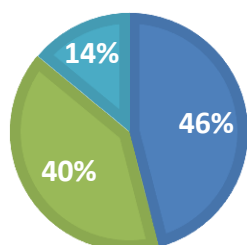
Below are the results obtained from the investigation, divided into two sections. The first, application of the survey, refers to the information that was obtained from the application of said instrument and that served as a basis for the design of the intervention proposals; and the second, application of proposals, refers to the results obtained after the application of the intervention proposals.

### Survey application

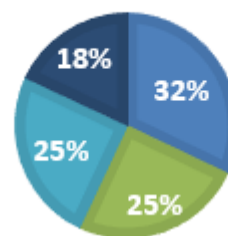
#### Staff training

The total workers would like to receive a training program. It was asked what would be the topics of interest obtained as a result that 46% of the collaborators would like to receive training on the preparation of pozoles; 40% want to receive training on customer service and 14% on hygiene and safety. (Graphic 1)

■ Preparation of pozoles ■ Customer service  
■ Hygiene and safety

**Graphic 1** Topics of the training program.Source: *Self Made*

■ Monthly ■ Bimonthly ■ Quarterly ■ Weekly

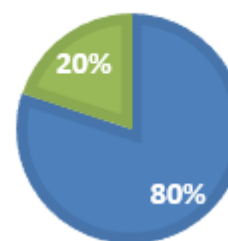
**Graphic 2** Periodicity of the training program.Source: *Self Made*

#### Incentive system

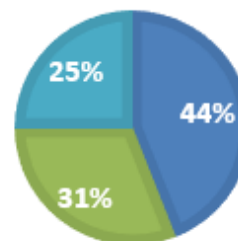
According to the total of workers surveyed, 57% affirmed that they would like the company to provide monetary incentives, 36% non-monetary and 7% both. (Graphic 3)

The types of monetary incentives they would like to receive are: gratifications and / or benefits for good sellers with 44%, higher salary with 31% and discounts with 25% (Graphic 4).

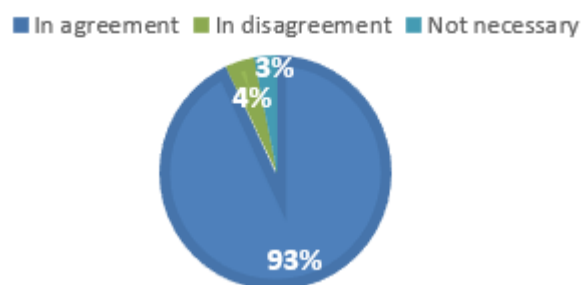
■ Recognition ■ Nomination

**Graphic 3** Types of preferred incentives.Source: *Self Made*

■ Bonuses / Bonuses ■ Higher salary ■ Discounts

**Graphic 4** Types of preferred monetary incentives.Source: *Self Made*

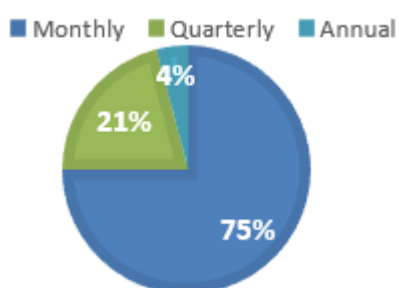
The non-monetary incentives that workers prefer are: with 80% recognition and with 20% appointment (Graphic 5).



**Graphic 5** Preferred non-monetary incentives.  
Source: Self Made

### Salary adjustment

Of the 28 workers surveyed, 100% stated that the company does not have a program that allows measuring the functions and tasks performed by their position, in order to receive the corresponding salary for them; therefore, 93% agreed with the implementation of said program, 4% disagreed, and 3% did not consider it necessary (Graphic 6). Likewise, 75% affirmed that they would like their performance evaluated monthly, 21% quarterly, and 4% annually (Graphic 7).



**Graphic 6** Conformity of the staff in evaluating their performance  
Source: Self Made

### Staff training

To measure the results obtained from the application of the proposed training program, the following formula was used to determine the Pearson correlation coefficient.

$$\rho_{X,Y} = \frac{\sigma_{XY}}{\sigma_X \sigma_Y} = \frac{E[(X - \mu_X)(Y - \mu_Y)]}{\sigma_X \sigma_Y} \quad (1)$$

Which allowed to establish the degree of correspondence between a variable Y (turnover rate of personnel) and another X (training program). To do this, the rotation index was calculated using the following formula:

$$IRT = \frac{\frac{A+D}{2} + 100}{\frac{F_1 + F_2}{2}} \quad (2)$$

Period	x	y
	Staff turnover index 2016	2017
Jan-Jun	17.5	21.5
Jul-Dec	19.4	13.5
Sums	36.9	35

**Table 7** Staff rotation rates of Potzoliza by period.  
Source: Self Made

From these data the Pearson formula (1) was applied obtaining a correlation coefficient of -1, that is to say that there is an inverse correlation to 100% among the variables that were studied, which explains that as it is implemented more often a training program, the rate of staff turnover decreases, and conversely, if the frequency of the taught program decreases, the turnover rate increases.

### Incentive system

As previously mentioned, the implementation of the proposed incentive system was not possible, so no result was obtained regarding the correlation between the study variables Y and X (turnover index of personnel and incentive system, respectively).

### Salary adjustment

Finally, when making a comparison between the salaries established by the company and the salaries resulting from the adjustment, it could be seen that the remuneration of the employees is correct, since it was found within the established parameters, as can be seen in Table 8.

Market Stall	Established salaries	Wages adjusted	
		Ranks Minimum	Maximum
Lava earthenware	\$3,200	2,436.00	3,780.00
Busboy	\$3,400	2,464.00	3,808.00
Waiter	\$2,880	2,576.00	3,920.00
Waiters captain	\$2,600	2,604.00	3,948.00
Kitchen assistant	\$3,000	2,632.00	3,976.00
Chef	\$4,000	2,688.00	4,032.00

**Table 8** Comparison of salaries  
Source: Self Made

Therefore, the level of rotation is not based on the salary received by the staff working in the organization.

### Conclusions

In general terms, it is concluded that it is possible to reduce the level of staff turnover within the company Potzoliza "la casa del pozole" with the implementation of a training program for employees made up of different topics according to their area, and that this allows them to better understand the activities they perform in their position and those of others, as well as the correct way to do them and in less time, which contributes to an increase in their productivity and encourages their commitment to the organization.

On the other hand, it was not possible to verify the effects that the incentive system had on the level of staff turnover.

Finally, it is concluded that the level of turnover of personnel in the company is not due to the salary received by employees given that, according to the results obtained from the salary adjustment, these are within the ranges of adjusted wages, that is to say, that the remuneration received by the staff is in accordance with the activities carried out in each position.

The research team recommends to the company Potzoliza "the house of pozole" that carry out the implementation of the training programs proposed in this research work constantly to reduce their problem of staff turnover permanently.

It is recommended that the training on the process of preparation of pozoles and emplatado be carried out semiannually; quarterly training on service and customer service; and bimonthly training on safety and hygiene. In all of them it is important to consider the personnel of the areas involved.

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