

CONSECUENCIAS DE LA FALTA DE COMUNICACIÓN EN LA ROTACIÓN DE PERSONAL

CONSEQUENCES OF LACK OF COMMUNICATION ON EMPLOYEE TURNOVER

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Fecha de recepción: 12-04-2025 / Fecha de aceptación: 25-04-2025 / Fecha de publicación: 01-05-2025

RESUMEN

La presente investigación explora los efectos de la falta de comunicación en la rotación de personal en INDUIMEV CIA. LTDA., empresa de manufactura en Ecuador, identificando cómo esta deficiencia afecta las áreas de ventas y producción y, en última instancia, compromete la productividad y cumplimiento con los clientes. La rotación de personal ha sido reconocida como un problema que genera inestabilidad, retrasa procesos productivos y provoca una pérdida de confianza por parte de los clientes debido a la ineficiencia generada por los cambios constantes en el equipo de trabajo. El objetivo principal de este estudio es analizar el impacto de la comunicación deficiente en la rotación de personal, así como proponer estrategias que fortalezcan los procesos internos y faciliten la retención del talento humano. Para ello, se empleó un enfoque cualitativo mediante la observación y entrevistas con jefes de áreas clave, lo que permitió una comprensión detallada de la problemática y sus efectos en los empleados. Los resultados revelaron que la falta de comunicación en INDUIMEV afecta significativamente la productividad, generando sobrecarga laboral y desmotivación, especialmente cuando no existen manuales de funciones claros ni programas de motivación o incentivos. Muchos empleados desconocen sus roles específicos y perciben un ambiente laboral que no fomenta el crecimiento profesional, lo que incrementa las tasas de rotación. En conclusión, la implementación de programas de comunicación estructurados, un manual de funciones detallado y políticas de motivación son esenciales para mejorar la retención y cohesión del personal. Este estudio no solo ofrece soluciones aplicables a INDUIMEV, sino que también resulta relevante para otras organizaciones que enfrentan problemas similares, subrayando la importancia de una comunicación efectiva para mejorar el clima organizacional y el rendimiento operativo.

Palabras clave: Comunicación, rotación, personal, efectos, procesos, empresa.

English translation of the original article published in Ecuacientífica, Vol. 3, No. 5, pp. 68-80.

ABSTRACT

This research explores the effects of poor communication on staff turnover at INDUIMEV CIA. LTDA., a manufacturing company in Ecuador, identifying how this deficiency affects sales and production areas and ultimately compromises productivity and customer compliance. Staff turnover has been recognized as a problem that generates instability, delays production processes, and causes a loss of trust on the part of customers due to the inefficiency generated by constant changes in the work team. The main objective of this study is to analyze the impact of poor communication on staff turnover, as well as to propose strategies that strengthen internal processes and facilitate the retention of human talent. To do so, a qualitative approach was used through observation and interviews with heads of key areas, which allowed a detailed understanding of the problem and its effects on employees. The results revealed that lack of communication at INDUIMEV significantly affects productivity, generating work overload and demotivation, especially when there are no clear job manuals or motivation or incentive programs. Many employees are unaware of their specific roles and perceive a work environment that does not encourage professional growth, which increases turnover rates. In conclusion, the implementation of structured communication programs, a detailed job manual, and motivation policies are essential to improve staff retention and cohesion. This study not only offers solutions applicable to INDUIMEV but is also relevant to other organizations facing similar problems, underlining the importance of effective communication to improve organizational climate and operational performance.

Keywords: Communication, rotation, staff, effects, processes, company.

INTRODUCTION

Staff turnover is one of the greatest challenges in human resource management in companies, especially when dealing with organizations dedicated to manufacturing, as is the case of INDUIMEV CIA. LTDA. The lack of communication between hierarchical levels and employees has been identified as a determining factor in the high turnover rate, negatively impacting both productivity and organizational culture (1). In a competitive environment, maintaining a stable team is crucial to guarantee quality in production processes and reduce the costs associated with constant training and recruitment.

In the workplace, organizational communication represents a fundamental pillar for the proper development of any company, as it allows employees to understand and align themselves with the company's objectives, promoting a culture of cooperation and trust (2). However, when this communication is deficient, an environment of uncertainty and distrust is generated, which directly affects employee satisfaction and motivation (3). In this context, the lack of clear and effective communication at INDUIMEV CIA. LTDA. has led to problems that impact the morale and commitment of workers, raising turnover rates, with costs that are not only economic but also affect the organizational climate (4).

The research focuses on a recurring problem in manufacturing companies in Ecuador, where internal communication is frequently relegated in favor of other operational

English translation of the original article published in Ecuacientifica, Vol. 3, No. 5, pp. 68-80.

priorities. At INDUIMEV CIA. LTDA., it has been observed that communication policies lack a solid structure that allows continuous and transparent interaction between employees and management levels. This deficit generates a disconnection that translates into demotivation and, eventually, into employees' decision to leave the organization (5). The present research addresses this problem from a quantitative and qualitative analysis perspective, evaluating how communication or the lack thereof directly influences staff turnover in the company, generating implications both for performance and for operational costs.

Staff turnover not only implies a financial impact; it also affects organizational culture and the professional development of employees. Every time a worker resigns, the knowledge and experience acquired are lost, which affects the continuity and efficiency of production processes (6). In addition, the replacement process requires significant time and resources, from selection and hiring to training and adaptation of the new staff. At INDUIMEV CIA. LTDA., the lack of communication contributes significantly to this problem, as employees do not feel heard or understood in their work needs and expectations (7).

Previous studies have demonstrated that effective communication in the workplace is directly related to employee satisfaction and retention. Companies with clear and effective communication channels experience lower staff turnover rates, which is due to employees feeling greater commitment and loyalty toward the organization (8). In contrast, the lack of communication can cause dissatisfaction and a sense of disconnection, which often results in decisions to leave the company in search of better working conditions (9). In the context of INDUIMEV CIA. LTDA., internal studies have been conducted that reflect that a large proportion of employees consider that the existing communication channels are neither sufficient nor effective, which negatively influences their perception of the work environment and their motivation (10).

At the international level, the relationship between organizational communication and staff turnover has been widely documented. For example, research in manufacturing companies in Asia and Latin America reveals that ineffective communication is one of the main causes of turnover (11). In these contexts, the lack of communication not only affects lower-level employees, but also middle and senior managers, who do not have a clear and structured flow of information to adequately manage their teams. The situation at INDUIMEV CIA. LTDA. reflects these global problems, adapted to the Ecuadorian context, where employees report a lack of feedback, unawareness of strategic decisions, and scarce opportunities to express their concerns.

The general objective of this study is to analyze the impact of the lack of communication on staff turnover at INDUIMEV CIA. LTDA., identifying its effects on productivity and organizational performance. The specific objectives include evaluating staff knowledge of the job manual and its relationship with turnover, analyzing the implementation of motivation techniques and promotion opportunities as factors of permanence, and proposing an effective communication program that facilitates coordination between areas and improves employee retention.

MATERIALS AND METHODS

The research focused on verifying the effects produced by the lack of communication in the company. For this purpose, descriptive research was used, as this type of study is employed when one wishes to describe, in detail, a specific reality. Through this approach, using the analysis method, it was possible to characterize the object of study and indicate its characteristics and properties.

Likewise, field research was used, which relies on information from interviews, questionnaires, surveys, and observations. Given that it is possible to combine this research with a documentary approach, it was recommended to first consult the documentary sources in order to avoid duplicating efforts. In addition, the theoretical framework necessary to understand the context of the research was reviewed.

The quantitative method was used to conduct interviews and surveys with employees, which made it possible to collect information and tabulate the results, facilitating the proposal of appropriate solutions. During the process, previous studies on staff turnover were taken as a reference. The technique employed was observation and interviews with company personnel, which contributed to understanding the lack of communication between departments. The population under study was the company Industrias Metálicas Vilema IMEV INDUIMEV CIA. LTDA., and the sample consisted of the heads of the production areas and the administrative department, who were interviewed. In total, 11 people were interviewed.

Table 1. Area heads affiliated with the IESS

AREAS	N° INTERVIEWED
Locksmithing	2
Aluminum	2
Lathe	2
Roll-up systems	2
Administration	3
TOTAL	11

Source: Authors' own elaboration

Note: "People who participated in the interviews from each area"

To carry out the interviews, the heads of the production areas, one assistant, and three people from the administrative area were selected, from a total of 35 employees who make up the company. All of them have contracts duly registered with the Ministry of Labor and are affiliated with the Ecuadorian Social Security Institute.

The interviews were conducted in person at the workplace of each selected employee. During these interviews, the employees described the current situation of the company and how they have experienced the constant entry and exit of personnel, which impacts the production process in some way. The questions posed addressed topics such as the importance of staff stability, the lack of communication as a factor

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contributing to staff turnover, the loss of clients, staff motivation, knowledge of the company's job manual, the representation of labor costs, and the induction of new personnel. The data obtained will be presented in the results tables.

RESULTS

After carrying out the respective research process and having employed the research methodology, which is the method used to solve a research problem through the collection of data using various techniques, providing an interpretation of the data collected and drawing conclusions about the research data.

In addition to employing the appropriate techniques, in this case the surveys conducted with employees, some results were obtained that are detailed below:

Table 2. Staff turnover

QUESTION	YES	NO
Do you believe that staff turnover affects the company's productivity?	8	3

Source: Authors' own elaboration

In Table 2, it was found that of the personnel interviewed, 8 people out of a total of 11 taken as a sample stated that staff turnover does affect the company's productivity. In addition, they noted that every time a person leaves, the workload is affected in all areas, or material, time, and other resources may be lost when having to modify or redo the finished product in the production area, since on several occasions clients do not trust the company because the constant change of personnel makes them feel distrust.

Meanwhile, in the administrative area, the personnel indicated that the change of personnel considerably affects work because it is not possible to work as a team or assign tasks to the new colleague, as it is unknown whether they will stay or not. In the accounting area, it has a major impact because turnover occurs especially in sales and production supervisors, and it is not possible to complete the accounting process since all positions generate valuable information for determining the economic and financial situation.

Table 3. Job manual

QUESTION	YES	NO
Do you know the job manual or has it been explained to you what your tasks are in the position you hold?	4	7

Source: Authors' own elaboration

In Table 3, they indicate that 7 people do not know the job manual because when they started working, no one taught them what their daily tasks are, and on many occasions they even rotate through all areas to help their colleagues in the production area, causing errors in the finished product. When such errors occur, the costs of materials,

time, and even client balances are borne by the employees who did not leave their work properly or who produced poorly.

They consider that it would be good not to rotate personnel because not everyone has knowledge in all areas, which delays productive operations and even leads to the loss of clients, all framed within the lack of knowledge of functions. In the administrative area, they consider that in the same way there is a total lack of information, as it delays the collection of accounts, delivery of works, installations, duplication of functions, a poor work environment, workload, and it is not possible to perform any of the tasks assigned or proper to the position for which they were hired.

Table 4. Communication channels

QUESTION	YES	NO
Do you consider that the lack of communication between areas has caused staff turnover?	6	5

Source: Authors' own elaboration

In Table 4, of the total of interviewees, 6 people stated that they do consider the lack of communication to be a determining factor for staff turnover, while 5 said no, as they mention that the lack of communication comes from management, who do not induct personnel into the job position or the functions they will perform, and when they cannot cope with all the tasks they choose to resign. They also indicate that even personnel who have worked in the company for a long time know whom to turn to in case of a requirement and go to the person in whom they perhaps have more trust.

In the administrative area, it is stated that the lack of communication has caused several inconveniences with clients and even among work colleagues, as they must keep track of functions that do not correspond to them, wasting time and perhaps doing something that is beyond their reach while neglecting their own job position.

Table 5. Motivation

QUESTION	YES	NO
Have motivation techniques or promotion options been used for staff?	4	7

Source: Authors' own elaboration

In Table 5, it can be observed that 7 interviewed persons mentioned that staff has not been motivated in any way. According to their criteria, they work more than the working hours established by law and do not receive any compensation; values related to food are deducted from their corresponding payroll when they go out on installations, and many times they prefer not to eat so that deductions are not made; no additional amount is paid for early-morning departures or arrivals at the same hour. Attempts have been made to discuss this situation with management but they have not received a favorable response, and they have no option for promotion; some employees even receive a salary lower than that established by law.

After establishing the results with the employees' opinions, it can be stated that the majority agree that the lack of communication is indeed a determinant of staff turnover in each area and that solutions must be implemented to eradicate this problem. Lack of knowledge has also become an important factor, as it is considered that each employee should know their rights and obligations in the position they will hold, as well as receive adequate induction.

Table 6. Communication program

QUESTION	YES	NO
Have communication programs been implemented to ensure efficient communication in the company?	3	8

Source: Authors' own elaboration

In Table 6, it can be noted that the company has not implemented communication programs that help improve the process between areas; for this reason, it is recommended that they be designed in order to improve it. Currently, our company faces challenges in communication between areas, which is affecting the efficiency and effectiveness of our internal processes. The lack of structured and effective programs to facilitate communication between different departments has given rise to misunderstandings, delays, and deficient coordination of work. To address this situation, it is essential to implement communication programs specifically designed to improve interaction and collaboration among the different areas of the company.

Table 8. Control

QUESTION	YES	NO
Is there control of staff training and turnover within the company in the different areas?	4	7

Source: Authors' own elaboration

We can observe in Table 8 that there is a significant deficiency in the control and management of the training sessions carried out, which has resulted in insufficient implementation of formative programs for staff. Often, very few training sessions have been held, and in many cases operators have been obliged to carry out their daily activities based mainly on empirical knowledge. This lack of structured training not only limits the professional growth of employees, but can also negatively affect the quality of work and operational efficiency. To improve this situation, it is essential to establish a comprehensive system of control and follow-up of training, ensuring that it is carried out regularly and effectively.

Keeping control of employee training is very important, as it not only serves to improve internal processes but also to be able to report to the relevant control entity.

DISCUSSION

Since the times prior to the First World War, the study of scientific management emphasized the importance of systematic organization and communication to improve

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efficiency and job satisfaction (12). Classical theories established communication as a fundamental component for cohesion and motivation at work. Over the years, studies on organizational communication have demonstrated that effective internal communication is key to maintaining motivation and reducing staff turnover, as observed at INDUIMEV CIA. LTDA. (13).

This study reveals that a significant proportion of employees perceive that deficient communication within the company negatively affects job stability and productivity. This finding is consistent with studies that maintain that organizational communication consists of techniques aimed at facilitating the flow of information among the members of an organization and its external environment, promoting internal cohesion (14). In the case of INDUIMEV, the lack of a clear internal communication system generates demotivation among employees and fosters high turnover, a phenomenon also documented in previous research (15).

Internal communication can be analyzed as a systemic structure that, if managed adequately, contributes to reducing staff turnover (16). At INDUIMEV, the lack of effective communication between hierarchical levels and employees has led to problems in task coordination and in the assignment of responsibilities, increasing the workload and decreasing job satisfaction. This phenomenon is similar to that found in other organizations, where the lack of clarity in internal communication causes high levels of work stress and disorganization, factors that contribute significantly to staff turnover (17).

In addition, the results indicate that the lack of knowledge of specific functions and the absence of induction negatively affect employee performance and satisfaction, in accordance with research arguing that the lack of a job manual and clear induction increase operational errors and reduce efficiency (18). At INDUIMEV, the absence of a comprehensible job manual forces employees to assume unspecified tasks, increasing the probability of errors and generating frustration. This finding aligns with studies showing that clarity in roles and functions decreases staff turnover and improves job satisfaction (19).

On the other hand, the research reveals that the lack of motivation programs and promotion opportunities at INDUIMEV is another factor that influences high turnover. According to theories of work motivation, the lack of incentives causes employees to seek better opportunities in other companies (20). At INDUIMEV, the absence of these programs has generated demotivation and a lower willingness of employees to remain in the company. This phenomenon is supported by research indicating that the lack of opportunities for professional growth is one of the key factors in staff turnover (21).

Training and knowledge management are also essential for talent retention. At INDUIMEV, employees indicated that training is insufficient and that, in many cases, they must perform tasks based on empirical knowledge, which affects their performance and their perception of the company. This problem is similar to that identified in studies highlighting that the lack of structured training limits professional growth and reduces operational efficiency (22). In organizations with high turnover rates, such as INDUIMEV, an effective training system is fundamental for maintaining organizational knowledge and reducing the stress associated with lack of skills.

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This study corroborates that the lack of effective communication not only affects staff retention, but also impacts process efficiency and employee satisfaction. In comparison with other research, the findings of this study reinforce the need to establish internal communication systems that foster cohesion and improve the organizational climate (23). Implementing clear communication policies, offering motivation programs, and establishing a continuous training system would help INDUIMEV reduce staff turnover, improve operational performance, and strengthen employee commitment (24).

CONCLUSIONS

The lack of communication at INDUIMEV CIA. LTDA. significantly impacts the company's productivity and stability, as employees perceive that high turnover negatively affects internal processes. Each change of personnel increases the workload, generating losses of time, materials, and resources. These findings coincide with previous studies that indicate that clear and effective communication reduces staff turnover, strengthening confidence in the company's products and services. Therefore, the implementation of a structured communication program is essential.

The majority of employees are unaware of the job manual and have not received adequate induction regarding their specific functions. This lack of knowledge generates operational errors, duplication of functions, and a deficient work environment. Establishing a detailed job manual and a formal induction process would allow employees to clearly understand their responsibilities, reducing errors and improving efficiency in both production and administrative areas.

Motivation and promotion opportunities are practically nonexistent at the company. Employees report working beyond the hours established by law without additional compensation, salary deductions for food during installations, and salaries sometimes below the legal minimum. The absence of incentive and career development policies contributes directly to demotivation and the decision to leave the organization. Implementing motivation policies and clear promotion paths is indispensable for talent retention.

Finally, there is no effective control of training or of staff turnover. The scarcity of structured training sessions forces operators to rely on empirical knowledge, limiting professional growth and operational quality. Establishing a comprehensive system of control and continuous training, together with structured communication programs and a detailed job manual, constitutes a key strategy for reducing turnover, improving organizational climate, and strengthening the operational performance of INDUIMEV CIA. LTDA. and of similar organizations facing analogous challenges.

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