

# Analysis of the Relationship between Job Satisfaction and Turnover among Operational Staff in Retail Companies in Ximena Parish, Guayaquil, Ecuador

Análise da relação entre a satisfação no trabalho e a rotatividade do pessoal operacional em empresas varejistas da paróquia Ximena, Guayaquil, Equador  
*Análisis de la relación entre la satisfacción laboral y la rotación del personal operativo en empresas minoristas de la parroquia Ximena, Guayaquil, Ecuador*

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## ABSTRACT

This research analyzes the relationship between job satisfaction and turnover among operational staff in warehouses of retail companies located in Ximena parish, Guayaquil, Ecuador. A quantitative approach was adopted, with a descriptive-correlational scope and a non-experimental, cross-sectional design. The sample consisted of 118 operational workers, who completed a structured 15-item Likert-scale questionnaire (1 to 5) through Google Forms. The instrument assessed dimensions of job satisfaction, including recognition, communication, learning opportunities, compensation, physical working conditions, resources, and interpersonal relationships, as well as factors associated with turnover, such as professional growth, incentives, training, supervisors' treatment, workload, and perceived impact of turnover. Data were processed using IBM SPSS Statistics and Microsoft Excel through descriptive statistics and Spearman's rank correlation coefficient. The results revealed very strong, statistically significant positive correlations ( $\rho$  between 0.919 and 0.972;  $p < 0.001$ ) among the variables analyzed. Relevant associations included teamwork and perceived impact of turnover ( $\rho = 0.953$ ), interpersonal relationships ( $\rho = 0.937$ ), resource availability and workload ( $\rho = 0.933$ ), and communication with superiors ( $\rho = 0.931$ ). The overall mean was 3.37 out of 5, with job satisfaction at 3.45 and turnover perception at 3.27, reflecting moderate levels and areas for improvement, particularly in compensation and incentives. The study concludes that higher job satisfaction is associated with lower intention to leave. Leadership, communication, recognition, training, salary, and work climate are decisive factors for employee retention and stronger organizational performance.

**Keywords:** Job Satisfaction; Turnover; Operational Staff; Retail; Ximena Parish

**JEL Code:** M54 Labor Management

## RESUMO

Esta pesquisa analisa a relação entre a satisfação no trabalho e a rotatividade entre os funcionários operacionais de armazéns de empresas de varejo localizadas na paróquia de Ximena, em Guayaquil, Equador. Foi adotada uma abordagem quantitativa, com um enfoque descritivo-correlacional e um desenho transversal não experimental. A amostra consistiu em 118 funcionários operacionais, que responderam a um questionário estruturado de 15 itens na escala de Likert (1 a 5) por meio do Google Forms. O instrumento avaliou dimensões da satisfação no trabalho, incluindo reconhecimento, comunicação, oportunidades de aprendizagem, remuneração, condições físicas de trabalho, recursos e relações interpessoais, bem como fatores associados à rotatividade, tais como crescimento profissional, incentivos, treinamento, tratamento dos supervisores, carga de trabalho e impacto percebido da rotatividade. Os dados foram processados utilizando o IBM SPSS Statistics e o Microsoft Excel por meio de estatísticas descritivas e do coeficiente de correlação de Spearman. Os resultados revelaram correlações positivas muito fortes e estatisticamente significativas ( $\rho$  entre 0,919 e 0,972;  $p < 0,001$ ) entre as variáveis analisadas. As associações relevantes incluíram trabalho em equipe e impacto percebido da rotatividade ( $\rho = 0,953$ ), relações interpessoais ( $\rho = 0,937$ ), disponibilidade de recursos e carga de trabalho ( $\rho = 0,933$ ) e comunicação com superiores ( $\rho = 0,931$ ). A média geral foi de 3,37 em 5, com satisfação no trabalho em 3,45 e percepção de rotatividade em 3,27, refletindo níveis moderados e áreas a serem melhoradas, particularmente em remuneração e incentivos. O estudo concluiu que maior satisfação no trabalho está associada a menor intenção de sair. Liderança, comunicação, reconhecimento, treinamento, salário e clima de trabalho são fatores decisivos para a retenção de funcionários e um desempenho organizacional mais forte.

**Palavras-chave:** satisfação no trabalho; rotatividade; equipe operacional; varejo; paróquia de Ximena



## INTRODUCTION

In recent years, turnover among operational staff has become one of the main concerns for companies in the retail sector because of its impact on productivity, organizational stability, and recruitment costs. According to the OCC report (2023), 72% of organizations in Latin America reported increases in employee turnover, with operational positions being the most affected by dissatisfaction, overload, and lack of recognition.

According to Forbes (2023), employees tend to leave their jobs when they do not perceive growth opportunities, effective leadership, or adequate working conditions. These causes, together with limited incentives and a poor organizational climate, create an environment that fosters demotivation and, consequently, employee departure.

In Ecuador, this phenomenon is particularly evident in the retail sector, where employees in logistics and warehouse areas face high physical demands, extended working hours, and limited development opportunities. Recent studies by Siguenza and Guillen (2025) confirm that turnover in service and retail companies exceeds 40%, directly affecting recruitment and training costs. Likewise, Zafra Yorch (2024) notes that the loss of operational talent affects the continuity of logistics processes, reduces efficiency, and decreases the quality of customer service.

In Ximena parish, located in southwestern Guayaquil, Ecuador, numerous retail companies operate with warehouse teams as the backbone of their logistics processes. High employee turnover not only disrupts the normal workflow and interrupts vital logistics activities but also increases the fixed costs associated with hiring and training each new employee.

Job satisfaction directly influences this phenomenon, since factors such as recognition, internal communication, leadership, and growth opportunities affect whether employees remain in or leave an organization. When these elements are absent, workers experience demotivation, stress, and emotional disconnection from the company, which increases their intention to leave.

This problem is intensified by the inherent characteristics of operational roles: rotating shifts, highly demanding work environments, limited support programs, and weak systems for valuing work. In this context, it is essential to determine the relationship between job satisfaction and employee turnover, as this makes it possible to understand the decisive factors that contribute to greater human capital stability.

This research is theoretically grounded in Herzberg's Two-Factor Theory (1959), which distinguishes between motivational factors - such as achievement, recognition, and development - and hygiene factors - such as salary, working conditions, and supervision. It is also supported by Blau's Social Exchange Theory (1964), which emphasizes reciprocity between employees and the organization, and by the models of Mobley (1977) and Price and Mueller (1981), which explain the psychological process leading to intention to resign.

Previous studies in Ecuador, such as Chasi Ramos, Alvarado Cobeña, and Moreta Zavala (2024), found a significant positive correlation ( $r = 0.706$ ;  $p < 0.01$ ) between job satisfaction and human talent retention, while Durán Delgado, Rojas Sánchez, and Arguello Delgado (2024) identified poor

work climate, weak communication, and inadequate leadership as the main causes of dissatisfaction. These findings support the need to analyze the relationship between both variables in the specific context of warehouse operational staff in the retail sector of Ximena parish.

## METHODOLOGY

The research followed a quantitative approach based on the collection of numerical data obtained through a structured instrument. This approach made it possible to objectively measure the variables of job satisfaction and operational staff turnover, as well as to statistically analyze the relationship between them. From a descriptive scope, the level of job satisfaction among operational staff was identified and characterized, considering several factors related to the work environment and working conditions. From a correlational scope, the degree of relationship between both variables was determined without establishing cause-and-effect relationships.

The design was non-experimental, as the variables were not manipulated but studied in their natural context. It was also cross-sectional, since data were collected at a single point in time, allowing the current situation of the staff to be analyzed in relation to their level of job satisfaction and perception of turnover. The population consisted of warehouse and logistics operational staff in the retail sector of Ximena parish in Guayaquil. Participating companies included Corporación Favorita, Almacenes Juan Eljuri, Grupo Tramaco, Éxito Corporación, Grupo Ordóñez, Distribuidora Sur, Pricom Logistic Solutions, Grupo Difare, and Grupo Carrión, with an estimated universe of several thousand workers distributed across establishments of different sizes. The final sample consisted of 118 operational workers selected through non-probabilistic convenience sampling. In the first phase, 225 responses were obtained; after focusing the study on warehouse operational staff, 118 valid surveys remained. The sociodemographic analysis revealed the following:

- Age: 61.02% of participants were between 18 and 25 years old; 27.12% were between 26 and 35; 5.08% were between 36 and 45; and 6.78% were 46 or older. The sample was predominantly young.
- Gender: 57.63% identified as female and 41.53% as male; 0.85% preferred not to answer.
- Length of service: 30.51% had worked between 6 months and 1 year in the company; 24.58% between 1 and 3 years; 22.88% for more than 3 years; and 22.03% for less than 6 months.
- Type of contract: 68.64% had a full-time contract; 11.02% had a temporary contract; 11.02% reported another type of employment arrangement; and 9.32% worked part-time.
- The instrument was a structured questionnaire consisting of 15 closed-ended questions on a Likert scale (1 = strongly disagree to 5 = strongly agree), prepared digitally through Google Forms. The questions measured three types of factors:
- Intrinsic factors: recognition, communication with superiors, and learning opportunities.



- Extrinsic factors: salary, physical working conditions, and availability of resources.
- Social factors: interpersonal relationships, cooperation, and companionship.

The instrument was validated through expert review, in which the clarity, relevance, and coherence of the items were assessed. Data were systematized in a digital database using IBM SPSS Statistics and Microsoft Excel, and the analysis was conducted in two stages:

Descriptive analysis: frequencies, distributions, and weighted averages by question were calculated to identify general trends.

Correlational analysis: Spearman's correlation coefficient ( $\rho$ ), appropriate for ordinal Likert-scale variables, was applied to eight pairings between job satisfaction questions and turnover questions, evaluating the direction, strength, and statistical significance ( $p < 0.05$ ) of each relationship.

## RESULTS

The overall average score of the instrument was 3.37 out of 5, indicating a slightly positive general tendency. When analyzed by variable, the results were as follows:

Job satisfaction (items P1 to P8): the overall average was 3.45. The best-rated aspects were interpersonal relationships (P7: 4.05) and companionship (P8: 4.11). The lowest-rated dimension was salary (P4: 2.90).

Staff turnover (items P9 to P15): the overall average was 3.27. The item with the highest level of agreement was the perception of the negative impact of turnover on the team (P15: 3.92). The item with the lowest rating was the perception of performance incentives (P10: 2.68).

Eight pairings were established between job satisfaction dimensions and turnover factors. The results are analyzed below:

Eight pairings - Spearman's  $\rho$  coefficient

A5 - Physical working conditions and task-person fit ( $\rho = 0.972$ ). This was the highest correlation in the study. When the physical environment is adequate, workers perceive that tasks fit their profile. This strengthens adaptation to the job and overall well-being, consistent with Herzberg's Two-Factor Theory and its hygiene factors.

A8 - Team climate and perception of turnover ( $\rho = 0.953$ ). Workers in cooperative environments perceive the negative impact of turnover more clearly. Team cohesion encourages permanence. This finding is supported by Social Exchange Theory (Blau, 1964).

A3 - Learning and training ( $\rho = 0.940$ ). Those who perceive learning opportunities in their position also recognize that the company provides training. Competency development acts as a key

retention factor among young staff, particularly given that 61% of participants were between 18 and 25 years old.

A7 - Workplace relationships and the effect of turnover ( $\rho = 0.937$ ). Workers with better interpersonal relationships perceive the damage caused by turnover more clearly. This reflects a stronger sense of belonging and group cohesion. Workplace relationships were the highest-rated dimension (mean between 4.05 and 4.11).

A6 - Available resources and workload ( $\rho = 0.933$ ). Having sufficient tools enables workers to manage workload more effectively, reducing the perception of overload and turnover intention. This contributes to both operational improvement and well-being.

A2 - Communication and treatment by supervisors ( $\rho = 0.931$ ). Clear and respectful communication is strongly associated with satisfaction regarding supervisors' treatment. Strengthening organizational communication can help reduce voluntary turnover.

A1 - Recognition and incentives ( $\rho = 0.924$ ). The incentives item (2.68) had the lowest score in the instrument. Workers who feel valued also perceive formal incentive mechanisms more positively. This points to a structural weakness in formal recognition policies.

A4 - Compensation and professional growth ( $\rho = 0.919$ ). Salary equity and career prospects are closely connected. Salary (mean = 2.90) was the lowest-rated satisfaction dimension. Reviewing salary scales and career development plans should therefore be a priority.

Of the eight pairings analyzed, seven showed very strong positive correlations ( $\rho > 0.90$ ;  $p < 0.001$ ). The factors with the strongest relationships were team cooperation ( $\rho = 0.953$ ), workplace relationships ( $\rho = 0.937$ ), resources and workload ( $\rho = 0.933$ ), communication with supervisors ( $\rho = 0.931$ ), and the strongest relationship, physical conditions and task-person fit ( $\rho = 0.972$ ).

## DISCUSSION

The results of this research confirm the general hypothesis: there is a positive and significant relationship between job satisfaction and turnover among operational staff in retail-sector warehouses in Ximena parish. The Spearman correlation values obtained ( $\rho$  between 0.919 and 0.972) are consistent with previous findings in Latin American literature. Chasi Ramos, Alvarado Cobeña, and Moreta Zavala (2024) reported a significant positive correlation ( $r = 0.706$ ;  $p < 0.01$ ) between job satisfaction and human talent retention in an Ecuadorian company in Quevedo, with similar high-impact factors: physical environment, growth opportunities, recognition, and working conditions. The strength of association found in the present study is consistently higher, possibly due to the homogeneity of the analyzed sector (operational staff in retail warehouses) and the specific context of Ximena parish.

The highest correlation in the study corresponded to the pairing between physical working conditions and task-person fit ( $\rho = 0.972$ ). This finding reinforces the assumptions of Herzberg's

Two-Factor Theory (1959), which states that hygiene factors - such as the physical environment, safety conditions, and job fit - are essential to prevent dissatisfaction and, therefore, turnover. Andersson (2017) confirmed that work environment and safety are determinants for preventing dissatisfaction among frontline employees, consistent with the present findings.

The recognition and incentives factor ( $\rho = 0.924$ ) aligns with the findings of Castañeda Tarrillo (2024) and Chavez Somoza (2023), who demonstrated in Latin American contexts that recognition and training are decisive variables for reducing turnover intention. The performance incentives item had the lowest average score in the entire instrument (2.68), suggesting a structural weakness in the formal recognition policies of the companies analyzed. This is consistent with OCC (2023), which identified lack of recognition as one of the main causes of increased turnover in Latin America.

The high correlation between team climate and perceived impact of turnover ( $\rho = 0.953$ ) suggests that workers with a stronger sense of belonging and group cohesion are also more aware of the damage caused by frequent turnover to collective performance. From the perspective of Social Exchange Theory (Blau, 1964), this result can be interpreted as an expression of the reciprocity bond developed among coworkers: those who invest in positive workplace relationships perceive more clearly the consequences of their deterioration. This dynamic has direct implications for human talent management, since strengthening organizational climate can be as effective a retention strategy as economic incentives.

The overall job satisfaction average (3.45) falls within a moderately favorable range, far from both full satisfaction and critical dissatisfaction. This result is consistent with Durán Delgado, Rojas Sánchez, and Arguello Delgado (2024), who found in the Ecuadorian public sector that weak communication and inadequate leadership limit satisfaction without necessarily generating acute crises. In the case of warehouse operational staff, the greatest strengths are interpersonal relationships and companionship - dimensions that, paradoxically, are not entirely under direct company control - whereas the weakest aspects, compensation and incentives, depend on deliberate organizational decisions.

From a practical perspective, the results justify differentiated strategies by organizational level: (a) at the warehouse leadership level, strengthening leadership, communication, and equitable task distribution; (b) at the human talent level, implementing training, recognition, and incentive programs, as well as performance evaluations with individualized improvement plans; and (c) at the managerial level, reviewing salary scales, designing coexistence policies, and ensuring the material resources necessary for efficient work. Articulation across these levels is necessary for improvements in job satisfaction to translate into an effective reduction in operational staff turnover.

As a limitation of the study, the use of non-probabilistic convenience sampling restricts the generalization of results to the entire retail sector of Ximena parish. Likewise, because the design was cross-sectional, causal relationships between the variables cannot be established. Future research should incorporate longitudinal designs and probabilistic samples to monitor the evolution of job satisfaction and its actual effect on turnover rates.

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