

ORIGINAL ARTICLE

Employee turnover related to worker compensation in a Peruvian mining company

ABSTRACT

The objective of this research was to analyze the relationship between employee turnover and compensation of the most outstanding employees in the mining company Gold Fields in MUR WY SAC during 2022. A quantitative approach was used with a non-experimental correlational-descriptive design. The sample consisted of 30 employees in a pilot test. To collect data, a survey was administered using a questionnaire validated by expert judgment. The reliability of the instrument was calculated using Cronbach's alpha coefficient (71.0% for 21 items). The results showed that 93.3% of the respondents perceived recognition from their superiors and colleagues, while 76.7% expressed satisfaction with their job. The correlation between turnover and compensation, measured by Spearman's Rho coefficient, was inverse and weak (-0.89%), with a two-tailed significance of 0.642, leading to the acceptance of the null hypothesis. In contrast, the correlation between compensation and the onboarding dimension reached 69.6%, with a significance of 0.000. A low inverse relationship was found between turnover and compensation, suggesting that compensation strategies may not be a critical factor in retaining talent. This highlights the need to review the current compensation approach to improve its impact on retention.

Keywords: miners; compensation; productivity.

**Leslie Pierina Montes
Nuñez** 

pierina1010@gmail.com

Universidad Nacional José Faustino
Sánchez Carrión, Facultad de
Ciencias Económicas, Contables y
Financieras, Lima, Peru

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INTRODUCTION

Employee turnover is a recurring problem in organizations that has a direct impact on employee performance, compliance with key performance indicators (KPIs), and, as a result, business profitability. In the case of the mining company under study, this phenomenon has become an institutional challenge that affects its stability and operational continuity.

According to Romero and Toscano (2024), turnover in the mining industry is significant and can be voluntary, when the employee decides to leave for personal or professional reasons, or involuntary, when it is the result of restructuring, poor performance or non-compliance with regulations. This study seeks to analyze its causes and consequences, and to propose strategies to reduce its impact. Understanding this problem will allow the development of policies to improve job stability, optimize organizational performance and strengthen the sustainability of companies in the sector.

Turnover is a key challenge for organizations because it affects job stability, productivity, and talent retention. Implementing effective strategies to mitigate it is not easy, but it is essential to ensure operational efficiency (Domínguez, 2015). Previous studies show that human talent management and professional development are key to minimizing turnover. Garrido (2023) points out that training programs, work incentives, and a favorable organizational climate increase employee satisfaction. Tapia (2020) identifies internal factors such as work climate and compensation as the main causes, accounting for 77% of the cases analyzed.

This phenomenon affects the stability and productivity of companies, affecting both individual performance and organizational profitability. Even in companies with continuous operations, the recurrent departure of employees, whose causes are not always clear, can reduce the motivation and commitment of the remaining employees (Hernández & Durán, 2023). According to Campos *et al.* (2019), turnover is defined as the inflow and outflow of workers in an organization, which is influenced by several factors. Among these, compensation is one of the main causes, as low wages drive the search for better economic opportunities.

Turnover is a challenge for organizations, affecting their productivity and stability (Zabal *et al.*, 2021). Factors such as the work environment, communication with supervisors and colleagues, and perceptions of fairness influence employees' decisions to stay or leave (Aliaga *et al.*, 2024). In particular, retaining talent from younger generations such as millennials is a critical aspect of human resource management.

There are different types of turnover. When planned and balanced, whether horizontal, such as a change of position within the same area, or vertical, such as promotion to a higher position, can benefit both the organization and the employee. However, ineffective management of this process damages employee motivation and organizational performance (Belduma-Garnica *et al.*, 2023).

In the mining sector, this phenomenon is particularly critical. At Gold Fields de MUR WY SAC, recurrent turnover generates additional costs for recruitment, training and induction. Several studies link factors such as financial compensation, work environment and leadership to employee retention (Lipa, 2020; Pacherrres & Vargas, 2023).

According to Chiavenato (2011), turnover reflects the volume of inflows and outflows of workers, which affects not only administrative costs but also firm performance. Hernández *et al.* (2013) highlight that job dissatisfaction and demotivation are its main causes, emphasizing the need for strategies to mitigate it. Robbins (2009) adds that high turnover rates significantly increase hiring and training costs and affect organizational stability.

This factor has a direct impact on the stability and productivity of organizations. Studies show that its main causes lie in human talent development and organizational leadership (Lima *et al.*, 2020). Other factors, such as motivation, working conditions and compensation, also have an impact, although to a lesser extent.

For Chiavenato (2011), effective talent management requires a balance between organizational goals and employee expectations. If this balance is not achieved, turnover increases, resulting in significant costs. Melendres *et al.* (2018) specify that these include recruitment,

induction and training costs, in addition to the impact on productivity. These costs are divided into primary costs related to administrative replacement processes, and secondary costs related to organizational climate and team morale.

Turnover is a constant challenge for organizations because it affects production, the work environment, and operating costs (Chiavenato, 2007). In addition to tangible costs such as hiring and training, it generates intangible costs such as deterioration of teamwork and loss of confidence in the stability of the organization. In the medium term, it can lead to economic losses due to the interruption of key processes (Chiavenato, 2007).

An analysis by Bravo *et al.* (2022) in a pharmaceutical company showed that talent drain has an economic impact on the organization, as selection and adaptation processes involve additional costs. In addition, job instability reduces productivity and increases the workload of remaining employees. Rodríguez (2020) emphasizes the importance of monitoring turnover rates to identify trends and compare them with competitors to make more effective strategic decisions.

Organizational compensation management has gained importance due to its impact on talent retention and competitiveness (Campos, 2022). An effective system not only improves employee satisfaction and motivation but also strengthens their sense of belonging (Sánchez & Calderón, 2013). Designing a compensation model that is aligned with the needs of the workforce and the strategic priorities of the company is key to optimizing human talent and increasing productivity (Vega, 2023).

However, inadequate compensation generates mistrust, anxiety, and affects profitability (Jiménez and Hernández, 2010). Studies show that efficient management of monetary and non-monetary compensation improves motivation, commitment, and belonging (Torres & Gutiérrez, 2023; Milkovich, 2007). Thus, compensation ceases to be an expense and becomes a strategic investment that attracts and retains key talent (Torres-Flórez, 2019).

For employees, compensation is an economic exchange for their effort and training and is their main source of income and well-being (Medina, 2018). Therefore, organizations must implement flexible models such as compensation packages that allow employees to choose benefits according to their needs (Naranjo, 2021).

Recent research highlights the relationship between fair compensation and job performance, demonstrating that economic and non-monetary incentives increase productivity and loyalty (Herrera *et al.*, 2023). Strategies such as employer branding and variable compensation have proven to be effective tools for increasing job satisfaction and competitiveness (Quintero & Betancur, 2021).

Figure 1 is presented shows the different ways of compensating employees.

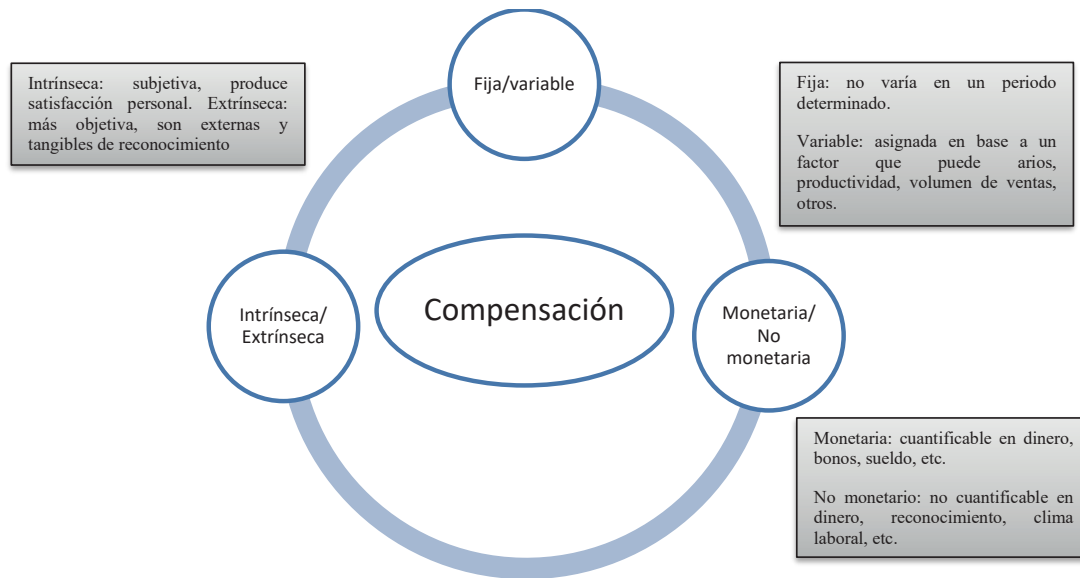
According to Torres and Gutiérrez (2023), in their research on compensation and emotional salary, conducted in the commercial sector in Villavicencio (Colombia), they mention that salaries and bonuses are motivating factors for workers in monetary terms. On the other hand, in the non-monetary sphere, social needs are addressed, where recognition can influence work performance. Ultimately, the combination of both types of incentives helps to improve employee performance.

For their part, Herrera *et al.* (2023) found in their study a positive correlation ($r = 0.315$) between fair and adequate compensation and better job performance. The results showed that when employees receive financial incentives or bonuses, their motivation increases and, consequently, their productivity. Likewise, when they perceive that their pay is commensurate with their contributions to the organization, they feel more committed, which drives them to continue to develop professionally.

Naranjo (2021), based on bibliographic reviews, proposes various practical strategies such as employer branding or variable compensation. These contributions provide a solid theoretical basis for future research that applies these models in specific contexts, allowing them to be evaluated and adapted.

Figure 1

The importance of compensation in organizations.



Note. Compensation Features. Sánchez and Calderón (2013).

In addition, Quintero and Betancur (2021) point out that by fostering a work environment that promotes the overall well-being of employees, non-monetary compensation becomes a key strategy for increasing organizational competitiveness and productivity.

METHODS

Research approach and design

This study adopts a quantitative approach because it seeks to measure and analyze the relationship between variables using numerical data (turnover and compensation). A correlational design is used, which makes it possible to determine the existence and degree of association between these variables without directly manipulating them.

The research design is non-experimental and cross-sectional, since the data were collected at a single point in time without intervening in the phenomenon under study. This facilitates the analysis of the relationship between the variables without establishing causality.

Instrument and data collection

A structured survey with 24 closed-ended questions on a Likert scale, designed to obtain quantifiable responses, was used for data

collection. The survey was administered to workers at the Gold Fields mine of the company MURWY SAC using Google Forms.

RESULTS

The validity and reliability of the instrument were verified through expert judgment and a pilot test with 30 respondents. Cronbach's alpha coefficient was used to assess reliability, and the results are presented in Table 1:

Table 1
Credibility Statistics

Cronbach's alpha	Number of items
.710	21

Note. Prepared by the author (2022).

According to Herrera (1998), a Cronbach's alpha of 0.71 indicates an acceptable level of reliability, confirming the validity of the instrument used.

Data analysis

The data collected was analyzed using statistical techniques and SPSS software. The analysis revealed a significant correlation between the dimensions of the variables studied, which supports the relevance of the compensation model in talent retention. The results obtained are presented in Figure 2, by level of education:

Of the total number of respondents, 80% said they had a secondary education, while 20% said they were technicians.

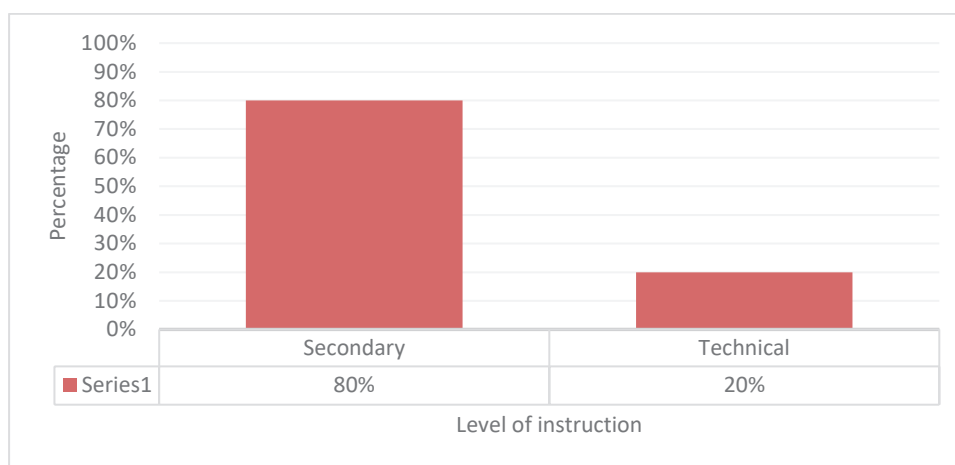
Job satisfaction is a key component of well-being at work and organizational commitment. To understand this perception, participants were asked to indicate their level of agreement with the statement related to feeling satisfied in their job. The results are shown in Table 2.

Regarding job satisfaction, 76.7% of respondents agreed that they were satisfied with their job, while 23.3% were neutral, neither agreeing nor disagreeing.

To evaluate the relationship between the variables proposed in the general hypothesis, a Spearman correlation analysis was performed. The results are shown in Table 3.

On the other hand, the correlation analysis between turnover and compensation, using

Figure 2
Level of employee training



Note. Educational level of the employees of MUR WY SAC. Prepared by the author, 2022.

Table 2
Are you happy with your current position?

		Frequency	Percentage	Valid percentage	Cumulative percentage
Valid	Neither agree nor disagree	7	23.3	23.3	23.3
	Agree	23	76.7	76.7	100.0
	Total	30	100.0	100.0	

Note. Worker Performance Level. Prepared by the author, 2022.

Table 3
General Hypothesis Correlation

			Staff turnover	Compensation
Spearman's Rho	Staff turnover	Correlation coefficient	1.000	-.089**
		Sig. (two-tailed)	.	.642
		N	30	30
	Compensation	Correlation coefficient	-.089**	1.000
		Sig. (two-tailed)	.642	.
		N	30	30

Note. **. The correlation is significant at the 0.01 level (two-tailed). Correlation of General Hypotheses with Spearman's Rho. Prepared by the author, 2022.

Spearman's rho coefficient, yielded a value of -0.089 with a significance level of 0.642. This indicates a very weak and insignificant inverse relationship between the two variables, suggesting that an increase in compensation does not necessarily have a direct impact on reducing turnover in the organization.

DISCUSSION

This study has shown that the tool used for data collection is highly reliable, with a Cronbach's alpha of 0.71, which places it within acceptable levels of validity according to the criteria established by Herrera (1998). This result supports the accuracy and consistency of the instrument used to measure the relationship between compensation and turnover in MURWY SAC.

One of the main limitations of the study was the difficulty in obtaining responses from employees due to their limited familiarity with digital tools such as e-mail or instant messaging. For this reason, it was decided to conduct the survey in person using printed questionnaires, which allowed for greater participation and the collection of more representative data.

Comparing these results to previous studies, it is clear that turnover is a recurring problem in various industries. Barrera and Estrada (2023) found that at Novus-Globe, Nuevo Laredo (Mexico), 55.2% of turnover occurs in the first six months, highlighting the need to implement short-term retention strategies such as new hire audits. In addition, their study found that single employees have a higher turnover rate (42.86%), suggesting that personal factors also influence job stability.

On the other hand, Ruiz (2024), in his study of turnover in a mining consulting firm in Peru, found a positive average relationship between turnover and labor productivity (Spearman's rho = 0.379), as well as a correlation between turnover and job satisfaction. Although the present study did not find a significant relationship between compensation and turnover (Spearman's rho = -0.089, $p = 0.642$), these results reinforce the idea that job satisfaction and other organizational factors may play a key role in talent retention.

This study found an inverse correlation of -0.089 between compensation and turnover, suggesting that the higher the level of compensation, the lower the turnover rate. Although this relationship was not statistically significant ($p = 0.642$), the results allow us to reflect on the importance of talent retention strategies at MURWY SAC.

In contrast, previous research has found direct and significant relationships between similar variables. For example, Maio (2020), in his study of turnover at Sodimac Jockey Plaza, found that 48.6% of employees were satisfied with their work environment, although there was still a significant percentage of undecided and dissatisfied employees, which would affect turnover. Similarly, Márquez *et al.* (2021) found a positive relationship between turnover and organizational climate in an electricity company in Ecuador, concluding that the higher the turnover, the greater the impact on the work environment.

Other studies have examined the relationship between compensation and talent retention. Pérez (2022), in his research on the Pizza Hut company in Lima, found that 94% of employees considered emotional compensation to be high and that talent retention was directly related to this perception (Spearman's rho = 0.542; $p < 0.05$). Similarly, Zuasnabar (2022) found a significant correlation between compensation and work performance at the National University of Huancavelica ($r_s = 0.435$; $p = 0.000$), highlighting the importance of pay incentives in employee performance.

However, studies such as Catacora *et al.* (2023) have found the opposite, showing a negative relationship between job satisfaction and turnover intention (Spearman's rho = -0.401; $p = 0.027$). Similarly, Vásquez-Robles *et al.* (2022), in their study of the work climate in a call center in Lima, found a negative correlation between organizational climate and turnover ($r = -0.578$), suggesting that a better work environment can significantly reduce turnover.

Another key factor in talent retention is the physical and emotional well-being of employees. Escudero (2021) analyzed turnover in a clinic and found that an outdated salary structure had influenced the high turnover of middle and senior

managers. After salaries were updated, turnover decreased by 47.0% while employee motivation increased by 35.0%. In addition, Carpio and Ocegueda (2023) point out that work stress, especially in sectors such as healthcare during the pandemic, was a determining factor in staff turnover, as emotional and physical exhaustion reduced performance and service quality.

On the other hand, professional development programs and organizational communication were found to be key factors in retaining talent. Moreno *et al.* (2016), using the Pareto method in a retail setting highlighted that benefits such as higher education, study funding, coaching, flexible schedules, and health plans were essential elements for employee satisfaction. Centeno and González (2020) reinforce this idea by pointing out that job satisfaction depends on continuous training and staff motivation, which has a direct impact on service quality and commitment to the company.

Similarly, Gudiel *et al.* (2021) emphasize that leadership plays a fundamental role in talent management, recommending that leaders pay attention to the emotions and individual needs of employees in order to foster their development. In this sense, internal communication should be horizontal and promote cohesive work teams where leadership is perceived as natural and not imposed.

CONCLUSIONS

The results of the study confirm that compensation affects turnover, although the degree of correlation varies depending on the organizational dimension analyzed. In particular, a low inverse linear correlation was found between turnover and compensation. This suggests that compensation schemes have a limited but present effect on employee retention. Similarly, salary ranges, and employee benefits also showed a negative relationship with turnover, indicating that these factors contribute, albeit to a lesser extent, to employee retention.

On the other hand, a medium linear correlation was found between compensation and onboarding, indicating that an adequate integration process can improve the perception of salary benefits and increase employee motivation from the moment they join

the company. In addition, the average inverse correlation between compensation and productivity reinforces the idea that improvements in compensation systems are associated with higher job performance, highlighting the importance of designing compensation plans that are aligned with organizational goals.

In contrast, the relationship between turnover and benefits was null ($\rho = 0.XX$; $p > 0.05$), indicating that these benefits do not have a significant weight in employees' decisions to remain with the organization. This result suggests that while benefits can be an attractive complement, they are not the main factor in talent retention.

In conclusion, the study confirms that monetary and non-monetary rewards are directly related to employee motivation, confirming the need to design human resource strategies that offer a compensation package tailored to the needs of each employee. To improve productivity and strengthen the bond between employee and employer, it is recommended to implement non-financial incentives that reinforce both extrinsic and intrinsic motivation.

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Conflict of Interest

The author has no conflicts of interest to declare.

Author Contributions

Leslie Pierina Montes Nuñez (lead author): conceptualization, research, methodology, writing (original draft, review, and editing).