

Staff Turnover and Job Performance of Janitors and Cleaning Workers: A correlational study in SMEs

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Abstract– Workers are a fundamental part in the development and growth of organizations since their operation and productivity depend on them. Therefore, one of the factors to consider is the job performance and staff turnover of a company for better growth. The objective of the research was to determine the relationship between staff turnover and job performance of janitors and cleaning workers in a SME (Small and Medium-Sized Enterprise). The methodology had a quantitative approach, with a non-experimental design, cross-sectional and correlational level. The sample consisted of 120 workers, including janitors and cleaning workers; to whom a survey was applied to collect information. The results obtained showed a value $p < 0.05$; therefore, the null hypothesis is rejected; in addition, a moderate positive correlation ($r = 0.359$) was determined between staff turnover and job performance; likewise, a moderate positive correlation ($r = 0.380$) between voluntary turnover and job performance; finally, a moderate positive correlation ($r = 0.352$) between involuntary turnover and job performance. It was concluded that there is a relationship between staff turnover and job performance of janitors and cleaning workers in the SME company.

Keywords– SME, job performance, staff, turnover, Peru.

I. INTRODUCTION

Globalization brought with it challenges and opportunities in terms of organizational behavior, having to adjust labor opinions in organizations with relevant changes such as the increase in female employees, temporary workers and the reduction of corporate personnel [1]; therefore, organizations focus their efforts to improve job performance and achieve better productivity figures [2]. In addition, emotional intelligence has become more important for organizations due to the significant impact in relation to how job performance is measured [3].

Within job performance is the perception of employee satisfaction that acts as a driver to assume responsibilities, meet personal and organizational goals efficiently [4,5]. It should be noted that improving the conditions of job stability requires strengthening the work environment through better relations between bosses and workers, together with their training and education to raise the level of organizational belonging [6].

Although the fulfillment of objectives increases satisfaction with the physical environment and job satisfaction, there are differences in job performance

according to gender, male job performance is affected by extrinsic factors such as the physical environment, the relationship with superiors, autonomy, remuneration and membership [7]; female job performance is affected by intrinsic factors such as: individual growth, self-realization, professional recognition, interpersonal relationships with colleagues and superiors [8].

Most organizations consider it positive to frequently rotate or fluctuate staff to stimulate performance, acquire essential competencies, provide flexibility of assignments and reduce absenteeism [9]. Staff turnover can be a consequence of demographic variables [10], internal and external factors in the organization regarding the attitude and behavior of staff that are highly related [11].

The studied company in this research offers property management services, security, surveillance, cleaning, general maintenance and property legal advice. Among the workers in the cleaning area, there was an increase in staff turnover; since, there is dissatisfaction with the work and the few benefits that the company grants for belonging to the SME labor regime such as: half gratifications, it does not provide family allowance or Comprehensive Health Insurance (CHI). Considering the above, the following question is formulated: How is staff turnover related to the job performance of janitors and cleaning workers in a SME company in Lima, capital of Peru?

There are different theories about staff turnover, according to Chiavenato [12] it is the variability of workers manifested within an organization and the context that surrounds it, it depends on the number of people who enter and leave it during a period of time. Meneses [13] mentions that it acts as a determining factor to conceive organizational stability. For Celik [5] the determining factors that favor and increase it tend to be: low remuneration, low work motivation and the incorrect selection of personnel; thus, excessive staff turnover is linked to insufficient human resource management [10,14]. According to Aranibar, Melendres, Ramírez and García [15] the incidence factors of staff turnover may be due to two contextual factors such as: organizational climate, company flexibility and company policies; while internal factors are associated with commitment and satisfaction with the position held.

Regarding the dimensions of the personnel, two are identified: voluntary retirement, associated with the initiative of the worker and involuntary retirement, with the decision of the organization in the planning process [16]. In this sense, the

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voluntary turnover of personnel generates costs and consequences for both the company and the workers [15]. On the other hand, internal turnover does not disconnect the employee from the company, but rather implies a temporary transfer to another area, department or headquarters; unlike external turnover that supposes the rupture of the relationship between the employee and the company. Therefore, involuntary turnover implies the company's decision to separate an employee, due to justified or unjustified dismissal, recession, downsizing or merger [17].

On the other hand, job performance is defined as the process aimed at the efficient achievement of objectives by the collaborators of an organization or institution, making efficient use of resources to achieve the group goals set [18]. It is measured by estimating: the amount of work, quality of work, cooperation, responsibility, knowledge of the work to be done, assistance and need for supervision [8]. There are three types of performance: according to the rate of production and/or attention of a group of workers; the rating of the performance of individuals by third parties; finally, self-assessment [19].

Regarding the dimensions of work performance, the first is the evaluation of the personnel that provides information on the performance of the collaborators in their activities and their collaboration within the organization; likewise, it is used to decide on promotions, remuneration or incentives [20]. The second dimension, personal responsibility, implies that employees freely apply their own work techniques to carry out their tasks; which are limited to the policies of the organization and the achievement of objectives [21].

Many authors have studied staff turnover and job performance, such as the study by Wen [10]; which revealed that psychological capital is a positive resource to combat occupational stress and the turnover intention of workers who work in teams; For its part, research by Celik [5] pointed out that stress can reduce psychological capital and influence the intention of turnover; which leads to higher training costs for new staff and can even affect customer satisfaction. Also, the research by Ali et al. [22] relates the high turnover intention with working and safety conditions.

While Ruiz and Piguave [17] determined that staff turnover causes great economic damage, loss of human talent and a bad institutional image; therefore, they propose to curb turnover with strategies that improve communication and interrelationship between colleagues. On the other hand, Estrada [23] showed that voluntary staff turnover had a significant impact on company profitability; therefore, he opts for the talent retention policy as a strategy to manage the company's costs and ensure the minimum effect of turnover. Aranibar, Melendres, Ramírez and García [15] conclude that the organizational climate, commitment, job satisfaction and flexibility of the company are determining factors that influence voluntary staff turnover. Likewise, Cubillos, Reyes and Londoño [16] conclude that the causes of staff turnover are related to organizational culture, organizational policies and motivation.

Additionally, the study by Yücel [24] found that transformational leadership promotes the commitment of workers to the organization; therefore, it promotes job performance and decreases turnover intentions. On the other hand, in their research, Laschober and Tormes [25] state that workers with a lower level of performance are more prone to turnover, both voluntarily and involuntarily. While Ramírez and Zavaleta [26] conclude that emotional intelligence and job performance are directly related; therefore, the greater the emotional intelligence, the worker develops greater productivity, makes better decisions, has greater knowledge of his area and the quality of the service is better.

On the other hand, Vargas and Flores [27] assured that there are differences in performance depending on gender; that is, men have a more individualistic perspective; whereas, women have a collectivist vision of themselves and others for the achievement of objectives.

In addition, in the study by Campos, Gutiérrez and Matzumura [28], no significant relationship was found between turnover and job performance, given that turnover occurs when the staff is scarce, without considering the worker's family environment, nor does it contemplate economic incentives and is perceived as a generator of professional growth.

Therefore, the main objective of this research was to determine the relationship between staff turnover and job performance of janitors and cleaning workers in a SME company in Lima, capital of Peru.

The present work allows to know the current situation of the administrative system of the company, as well as the shortcomings and successes regarding the improvement of productivity. Likewise, it will serve as the basis for implementing solutions, both in the company where the investigation was carried out and in others in the sector, on issues of job performance and staff turnover. Finally, it contributes with basic theoretical knowledge regarding the subject for future research and interested researchers.

II. METHODOLOGY

The research was developed under the quantitative approach, of a basic type since it does not have applicative purposes, it consolidates scientific studies in order to produce new knowledge regarding staff turnover and job performance. Likewise, the research design was non-experimental cross-sectional; because the variables were not intentionally manipulated by the researcher, and it was developed during the month of September 2021. The level of research was correlational; since, it studies the relationship between the variables in question to verify the hypotheses raised.

The population consisted of the janitor staff and cleaning workers. The sample was obtained through non-probabilistic sampling for the convenience of the researcher; therefore, the sample consisted of 120 workers, including janitors and cleaning workers.

Regarding the unit of analysis, workers who fulfilled the function of janitors and cleaning workers with three or more months working in the SME company and who decided to

participate voluntarily in the investigation were included. On the other hand, workers with less than three months working in the company, workers who did not want to participate in the investigation and from areas other than cleaning were excluded.

A. Data Collection

For the research, the survey was used as a data collection technique, whose instrument was a questionnaire adapted from the research by Altamirano and Encajima [29]; which was validated by the judgment of three experts and reliability was determined by Cronbach's Alpha, which gave a value of 0.917; which indicates an acceptable value of very high magnitude according to the measurement scale of Lao and Takakuwa [30]. Likewise, the instrument consisted of 22 simple selection questions, the Likert scale was used with the alternatives: 1. Totally disagree, 2. Disagree, 3. Indifferent, 4. Agree, 5. Totally agree.

The data collection was carried out through the application of the questionnaire through Google Forms during the month of September to the janitors and cleaning workers of the company that constitute the sample of the investigation, such data were organized in the statistical program IBM SPSS in its version 25, constituting the research database.

The information from the questionnaires underwent statistical treatment in the SPSS program, where the variables were subjected to inferential descriptive statistical techniques such as mean, mode, standard deviation; in addition, the correlations were made according to the Spearman coefficient. The statistical results responded to the hypotheses raised, they were presented in tables and graphs that are included in the body of the investigation.

The research collected relevant information from various bibliographic sources respecting the authorship of the researchers, who were cited without altering their contents. On the other hand, authorization was obtained from the general manager of the SME company, who authorized and gave permission to conduct the surveys to the janitors and cleaning workers; who were informed of the purpose of the surveys and the investigation, making it clear that there was no intention of harming them or invading their privacy, considering respectful and understanding treatment with them at all times; in this way, the veracity of the data obtained, real and faithful to its investigative nature free of manipulations, is affirmed.

III. RESULTS AND DISCUSSION

A. Demographics

Table 1 shows that most of the sample is made up of men with 65.8% and women make up 34.2% of the 120 janitors and cleaning workers in the company.

TABLE I
SAMPLE GENDER

	Frequency	Percentage	Valid percentage
Female	41	34.2%	34.2%
Male	79	65.8%	65.8%
Total	120	100%	100%

Table 2 shows that 34.2% of the janitors and cleaning workers at the company have been working for more than six months, while 25.8% of them have worked in the company for less than three months. Finally, 25% work for an approximate period of six to twelve months and 15% work for three to six months.

TABLE II
TIME WORKING IN THE COMPANY

	Frequency	Percentage	Valid percentage	Accumulated percentage
Less than 3 months	31	25.8%	25.8%	25.8%
From 3 to 6 months	18	15.0%	15.0%	40.8%
From 6 to 12 months	30	25.0%	25.0%	65.8%
More than 12 months	41	34.2%	34.2%	100%
Total	120	100%	100%	

B. Staff turnover variable

Table 3 shows the descriptive statistics of the first variable, where half of the janitors and cleaning workers responded that they totally agree with staff turnover and the other half disagree; given that the value with the highest frequency is 4, with a standard deviation of 1.15 in relation to the mean of 3.50.

TABLE III
DESCRIPTIVE STATISTICS OF THE STAFF TURNOVER VARIABLE

		Statistical	Dev. Error
Staff turnover	Half	3.50	0.105
	Median	3.57	
	Fashion	4	
	variance	1,356	
	Dev. Standard	1,154	

Figure 1 shows the frequencies and percentages of the appreciation of the staff turnover variable, where of the 120 janitorial and cleaning workers, 45% of the workers agree with the staff turnover, 29% totally agree; while a minority made up of 20% disagree and 6% are indifferent.

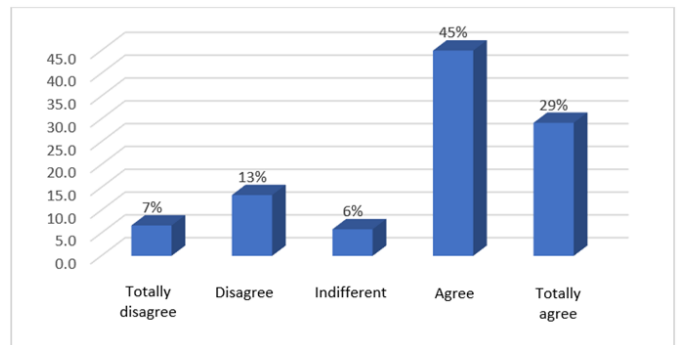


Fig. 1 Percentages of staff turnover appreciation.

B.1 Voluntary turnover dimension

Table 4 shows that of the 120 janitors and cleaning workers, 41.7% agree and 30% totally agree. While a minority made up of 19,2% of workers disagree with voluntary turnover and 9.2% are indifferent.

TABLE IV
APPRECIATION OF THE VOLUNTARY TURNOVER DIMENSION

	Frequency	Percentage	Valid percentage
Totally disagree	8	6.7%	6.7%
Disagree	15	12.5%	12.5%
Indifferent	11	9.2%	9.2%
Agree	50	41.7%	41.7%
Totally agree	36	30.0%	30.0%
Total	120	100%	100%

B.2 Involuntary turnover dimension

Table 5 shows that of the 120 janitors and cleaning workers, 42.5% agree and 28.3% totally agree. While a minority made up of 20% disagree with involuntary turnover and 9.2% are indifferent.

TABLE V
APPRECIATION OF THE INVOLUNTARY TURNOVER DIMENSION

	Frequency	Percentage	Valid percentage
Totally disagree	10	8.3%	8.3%
Disagree	14	11.7%	11.7%
Indifferent	11	9.2%	9.2%
Agree	51	42.5%	42.5%
Totally agree	34	28.3%	28.3%
Total	120	100%	100%

C. Work performance variable

Table 6 shows the descriptive statistics of the second variable, where it is indicated that half of the janitors and cleaning workers totally agree with work performance and the other half disagree; given that the value with the highest frequency is 4, with a standard deviation of 1 in relation to the mean 3.72.

TABLE VI
DESCRIPTIVE STATISTICS OF THE JOB PERFORMANCE VARIABLE

		Statistical	Dev. Error
Job performance	Half	3.72	0.091
	Median	3.67	
	Fashion	4	
	variance	1,033	
	Dev. Standard	1,000	

Figure 2 shows the frequencies and percentages of the appreciation of the job performance variable, where of the 120 janitors and cleaning workers, 53% of the workers agree with the job performance, 32% totally agree; while a minority represented by 5% disagree and 7% are indifferent.

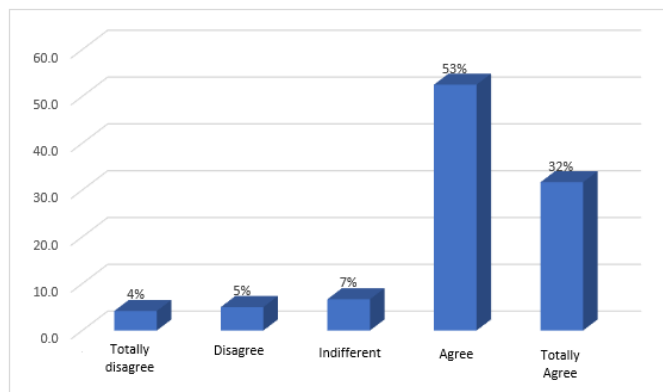


Fig. 2 Percentages of job performance appreciation

C.1 Personal evaluation dimension

Table 7 shows that of the 120 janitors and cleaning workers, 36.7% agree, but 27.5% disagree with the personal evaluation. While 15.0% of workers totally agree, 12.5% are indifferent and 8.3% totally disagree.

TABLE VII
APPRECIATION OF THE PERSONAL EVALUATION DIMENSION

	Frequency	Percentage	Valid percentage
Totally disagree	10	8.3%	8.3%
Disagree	33	27.5%	27.5%
Indifferent	15	12.5%	12.5%
Agree	44	36.7%	36.7%
Totally agree	18	15.0%	15.0%
Total	120	100%	100%

C.2 Personnel responsibility dimension

Table 8 shows that 53.3% agree and 36.7% totally agree with personal responsibility. While approximately 9.9% of workers are indifferent, disagree and totally disagree.

TABLE VIII
APPRECIATION OF THE STAFF RESPONSIBILITY DIMENSION

	Frequency	Percentage	Valid percentage
Totally disagree	4	3.3%	3.3%
Disagree	4	3.3%	3.3%
Indifferent	4	3.3%	3.3%
Agree	64	53.3%	53.3%
Totally agree	44	36.7%	36.7%
Total	120	100%	100%

C.3 Results dimension

Table 9 shows that, of the 120 janitors and cleaning workers, the majority, made up of 55.0% and 32.5%, agree and totally agree, respectively, with the results of job performance. However, 10% of workers are indifferent and 2.5% disagree.

TABLE IX
APPRECIATION OF THE RESULTS DIMENSION

	Frequency	Percentage	Valid Percentage
Disagree	3	2.5%	2.5%
Indifferent	12	10.0%	10.0%
Agree	66	55.0%	55.0%
Totally Agree	39	32.5%	32.5%
Total	120	100%	100%

D. Correlational analysis

To test the hypotheses, the data obtained from the data collection was used. The method used was Spearman's Rho correlation coefficient, the respective data being processed in the statistical program SPSS version 25. Bearing in mind that the probability value is set below 5% (0.05); In this sense, for the alternative hypothesis to confirm the existence of a relationship and association, it must obtain a result below 0.05, thus rejecting the null hypothesis. Likewise, the interpretation of the Spearman correlation coefficient is handled according to the following criteria (Table 10):

**TABLE X
SPEARMAN'S CORRELATION COEFFICIENT**

Spearman's coefficient value	Degree of correlation
-0.91 to -1.00	Perfect negative correlation
-0.76 to -0.090	Very strong negative correlation
-0.51 to -0.75	Significant negative correlation
-0.11 to -0.50	Moderate negative correlation
-0.01 to -0.10	Weak negative correlation
0.00	There is no correlation between the variables
+0.01 to +0.10	Weak positive correlation
+0.11 to +0.50	Moderate positive correlation
+0.51 to +0.75	Significant positive correlation
+0.76 to +0.90	Very strong correlation
+0.91 to +1.00	Perfect positive correlation

Note: The table contains Spearman's correlation coefficient values and their interpretation from perfect negative correlation (-1.0) to perfect positive correlation (+1.0). Source: [31].

D.1 General hypothesis

H0: There is no significant relationship between staff turnover and job performance of janitors and cleaning workers in the SME company.

H1: There is a significant relationship between turnover and job performance of janitors and cleaning workers in the SME company.

Table 11 shows the study variables with a significance level (bilateral) less than 0.05; that is, $0,000 < 0.05$; therefore, the null hypothesis is rejected and the research hypothesis is accepted; since, there was sufficient evidence that there is a significant relationship between turnover and job performance of janitors and cleaning workers in the SME company. In addition, both variables have a correlation of 0.359, which indicates a moderate positive correlation between staff turnover and job performance in the SME company.

**TABLE XI
CORRELATION BETWEEN STAFF TURNOVER AND JOB PERFORMANCE**

			Staff turnover	Job performance
Spearman's Rho	Staff turnover	Correlation coefficient	1,000	0.359 ^a
		Significance (2-sided)	.	,000
		N	120	120
	Job performance	Correlation coefficient	0.359 ^a	1,000
		Significance (2-sided)	,000	.
		N	120	120

^aThe correlation is significant at the 0.01 level (bilateral).

D.2 Specific hypothesis 1

H0: There is no significant relationship between voluntary turnover and job performance of janitors and cleaning workers in the SME company.

H1: There is a significant relationship between voluntary turnover and job performance of janitors and cleaning workers in the SME company.

Table 12 shows the study variables with a significance level (bilateral) less than 0.05; that is, $0,000 < 0.05$; therefore, the null hypothesis is rejected and the research hypothesis is accepted; since, there was sufficient evidence that there is a significant relationship between voluntary turnover and job performance of janitors and cleaning workers in the SME company. In addition, both variables have a correlation of 0.380, which indicates a moderate positive correlation between voluntary turnover and job performance in the SME company.

**TABLE XII
CORRELATION BETWEEN VOLUNTARY TURNOVER AND JOB PERFORMANCE**

			Voluntary turnover	Job performance
Spearman's Rho	Voluntary turnover	Correlation coefficient	1,000	0.380 ^a
		Significance (2-sided)	.	,000
		N	120	120
	Job performance	Correlation coefficient	0.380**	1,000
		Significance (2-sided)	,000	.
		N	120	120

^aThe correlation is significant at the 0.01 level (bilateral).

D.3 Specific hypothesis 2

H0: There is no significant relationship between involuntary turnover and job performance of janitors and cleaning workers in the SME company.

H1: There is a significant relationship between involuntary turnover and job performance of janitors and cleaning workers in the SME company.

Table 13 shows the study variables with a significance level (bilateral) less than 0.05; that is, $0,000 < 0.05$; therefore, the null hypothesis is rejected and the research hypothesis is

accepted; since, there was sufficient evidence that there is a significant relationship between involuntary turnover and job performance of janitors and cleaning workers in the SME company. In addition, both variables have a correlation of 0.352, which indicates a moderate positive correlation between voluntary turnover and job performance in the SME company.

TABLE XIII
CORRELATION BETWEEN INVOLUNTARY TURNOVER AND JOB PERFORMANCE

		Involuntary turnover	Job performance	
Spearman's Rho	Involuntary turnover	Correlation coefficient	1,000	
		Significance (2-sided)	.000	
		N	120	
	Job performance	Correlation coefficient	0.352**	1,000
		Significance (2-sided)	.000	.
		N	120	120

*The correlation is significant at the 0.01 level (bilateral).

In the investigation, when determining the relationship between staff turnover and job performance of janitors and cleaning workers in the SME company, it was found that the value $r = 0.359$ through the Spearman test, which indicates that there is relationship between the variables. Since the significance was 0.000, the null hypothesis is rejected and the research hypothesis is accepted, where it states that there is a relationship between staff turnover and job performance of the janitors and cleaning workers of the SME company. These results confirm what was stated by [25] Laschober and Tormes (2013) who affirm that personnel with lower performance are more prone to turnover by 38%; likewise, with [22] Ali et al. (2015) who relate the high turnover intention with working and safety conditions; however, it differs with [28] Campos et al. (2019) who indicate that there is no significant relationship with a correlation of 0.511. In this sense, working conditions, motivation, environment and interpersonal relationships in the workplace can minimize staff turnover, to achieve better job performance.

On the other hand, when determining the relationship between voluntary turnover and job performance of the company's janitors and cleaning workers, it was found the value $r = 0.380$ of the Spearman's test, which indicates that there is a medium positive relationship. Given that the significance was 0.000, the null hypothesis is rejected, and the research hypothesis is accepted, where it states that there is a relationship between voluntary turnover and the job performance of the janitors and cleaning workers of the SME company. It confirms what was reported by [15] Aranibar et al. (2018) and [24] Yücel (2021) regarding the organizational climate, commitment, satisfaction and flexibility of the company as determining factors that influence staff turnover in more than 70% of cases. Also, with [25] Laschober and Tormes (2013) who affirm that those with lower performance

are more prone to voluntary turnover by 23% ($OR = 0.69$). In this sense, satisfaction with respect to working hours, wages, flexible hours and the equipment provided are related to job performance.

In addition, when determining the relationship between involuntary turnover and job performance of the company's janitors and cleaning workers, it was found that the value $r = 0.352$ using the Spearman test, which indicates that there is a positive average relationship. So, the null hypothesis is rejected and the research hypothesis is accepted, where it states that there is a relationship between involuntary turnover and the job performance of the janitors and cleaning workers of the SME company. These results coincide with [17] Ruiz and Piguave (2021) in which improving communication and interrelation between colleagues slows down high staff turnover. Also, [25] Laschober and Tormes (2013) ensure that workers with lower performance are more prone to involuntary turnover by 5% ($OR = 0.41$). Therefore, retention strategies and the incentive system can reduce involuntary turnover, to achieve better job performance.

IV. CONCLUSIONS

In the first place, it was determined that there is a moderate positive relationship between staff turnover and job performance of the janitors and cleaning workers in the SME company; since the p-value = 0.000 was less than 0.05, the null hypothesis is rejected; likewise, the correlation between staff turnover and job performance was equal to 0.359. On the other hand, it was determined that there is a moderate positive relationship between voluntary turnover and job performance of the janitors and cleaning workers in the SME company; since the p-value = 0.000 was less than 0.05, the null hypothesis is rejected; likewise, the correlation between voluntary turnover and job performance was equal to 0.380. By last, it was identified that there is a moderate positive relationship between involuntary turnover and job performance of the janitors and cleaning workers in the SME company; since the p-value = 0.000 was less than 0.05, the null hypothesis is rejected; likewise, the correlation between involuntary turnover and job performance was equal to 0.352.

Therefore, the importance of developing actions that promote, improve and motivate workers to perform their functions efficiently, feeling comfortable and an essential part of the company, is determined; in this way, reduce voluntary or involuntary staff turnover, since human talent is maintained and the skills of others are improved, which is reflected in better job performance and therefore in economic benefits for the company. In the same way, it is important to know the perspective of the worker towards the company and identify the factors that hinder their work performance. Taking into account that the results showed that most of the employees agree with the voluntary and involuntary rotation. In addition, the willingness of workers to carry out job performance evaluations and to have a job responsibility.

The limitations of the study were associated with data collection by electronic and virtual means; since, the questionnaire was developed virtually allowing to answer at any time; however, the flexibility in the schedules caused some workers to postpone their responses; in addition, the time in which the questionnaire was applied coincided with the renewal of contracts in the SME company; therefore, some workers were afraid that their answers would affect their employment situation in the company.

In the future, a study like this can be applied to companies that provide cleaning services or other services; because, in all companies and organizations, there is evidence of staff turnover to a great extent or not; likewise, performance is a key factor that companies frequently evaluate to improve their processes. Similarly, it can be complemented with job satisfaction studies to reduce staff turnover.

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