

**IMPACT OF ORGANIZATIONAL CLIMATE ON LABOR TURNOVER: REVIEW 2013-  
2023**

**IMPACTO DEL CLIMA ORGANIZACIONAL SOBRE LA ROTACIÓN DE LOS  
TRABAJADORES: REVISIÓN 2013-2023**

**O IMPACTO DO CLIMA ORGANIZACIONAL NA ROTATIVIDADE DE FUNCIONÁRIOS:  
UMA ANÁLISE 2013-2023**

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**Received: January 31, 2024**

**Accepted: June 13, 2024**

**DOI: <https://doi.org/10.22267/rtend.242502.261>**

### **Abstract**

The purpose of this article is to conduct a literature review on the impact of OC (Organizational Climate) on LT (Labor Turnover). The methodology for this research is the systematic literature review. The search strategy was conducted using the PRISMA 2020 statement, with an observation window of the last 10 years (2013 -2023), using Scopus, Science Direct, Emerald, and EBSCO databases. A healthy and productive work environment is fostered by a positive OC, which is the result of the company's constant effort to create a pleasant and healthy work environment; this starts from aligning the OC to the corporate philosophy with actions that promote identity and teamwork. To achieve competitiveness, organizations should focus on improving OC and reducing LT, making a diagnosis of organizational needs, and being able to make the right decisions.

**Keywords:** work environment; working conditions; work organization; work culture; personnel management.

**JEL:** J62; J63; M12; P36.

### **Resumen**

El propósito de este artículo es llevar a cabo una revisión de literatura relativa al impacto del CO (Clima Organizacional) sobre la RL (Rotación Laboral). La metodología para esta investigación es la revisión sistemática de literatura. La estrategia de búsqueda se realizó mediante la declaración PRISMA 2020, con una ventana de observación de los últimos 10 años (2013 – 2023), utilizando las bases de datos Scopus, Science Direct, Emerald y EBSCO. Un ambiente laboral saludable y productivo se fomenta con un CO positivo, el cual es el resultado del constante esfuerzo de la empresa por crear un entorno de trabajo agradable y saludable; esto parte de alinear el CO a la filosofía empresarial con acciones que promuevan identidad y el trabajo en equipo. Con el fin de alcanzar la competitividad, las organizaciones deben enfocarse en mejorar el CO y disminuir la RL, haciendo un diagnóstico de necesidades organizacionales y poder tomar las decisiones acertadas.

**Palabras clave:** ambiente de trabajo; condiciones de trabajo; organización del trabajo; cultura de trabajo; gestión de personal.

**JEL:** J62; J63; M12: P36.

### Resumo

O objetivo deste artigo é realizar uma revisão da literatura sobre o impacto do CO (clima organizacional) na LR (rotatividade de funcionários). A metodologia para esta pesquisa é a revisão sistemática da literatura. A estratégia de busca foi conduzida usando a declaração PRISMA 2020, com uma janela de observação dos últimos 10 anos (2013 -2023), usando os bancos de dados Scopus, Science Direct, Emerald e EBSCO. Um ambiente de trabalho saudável e produtivo é promovido por um CO positivo, que é o resultado do esforço constante da empresa para criar um ambiente de trabalho agradável e saudável; isso começa com o alinhamento do CO à filosofia corporativa com ações que promovem a identidade e o trabalho em equipe. Para alcançar a competitividade, as organizações devem se concentrar em melhorar o CO e reduzir a RL, fazendo um diagnóstico das necessidades organizacionais e sendo capazes de tomar as decisões certas.

**Palavras-chave:** ambiente de trabalho; condições de trabalho; organização do trabalho; cultura do trabalho; gerenciamento de pessoal.

**JEL:** J62; J63; M12: P36.

### Introduction

We live in a global and constantly changing environment; this situation forces companies to develop strategies to remain competitive by optimizing processes and resources. In this way, companies focus on their most valuable resource, the human element, because employees are a crucial part of the value chain. They are the people who interact daily with customers, produce and/or distribute products, or provide the services offered by the company, thus satisfying customers' needs. This implies a responsibility for the company, which involves building long-term relationships with employees to avoid talent loss due to high labor turnover.

Recently, Organizational Climate (OC) has become a central element in organizational management,

la gestión de organizaciones que ensuring effective communication in the workplace (Vásquez et al., 2022). When analyzing OC, it is worth noting that some factors may hinder the favorable development of the organization.

OC must be considered in the management and innovation processes within an organization. It is relevant due to its direct impact on both processes and outcomes, as it directly influences the quality and development of the organization (Iglesias & Esperón, 2018). It is also related to Labor Turnover (LT) indicators, a concept that has sparked great interest in organizational management and behavior (Wong & Wong, 2017), as the cost of money and time in the talent field is high. Among the background studies conducted through systematic reviews on workplace climate, there was an approach to OC in nursing practice, developed by Iglesias & Esperón (2018). Regarding LT, the only work identified was by Olabode et al. (2020), who identified the factors impacting LT in the construction industry and how to mitigate them.

Given the importance of OC in LT indicators, this study proposes to conduct “a systematic literature review on the impact of OC on LT from 2013 to 2023,” based on the PRISMA statement.

## **Methodology**

The technique used for the review was the PRISMA 2020 statement (Page et al., 2021). The use of this statement is important for systematic reviews, as it employs a transparent approach that minimizes arbitrariness or bias in data extraction and usage. As Page et al. (2021) state, its use can predict potential issues in this type of research.

## **Definition of key question**

How have OC and LT evolved in research?

What is the relationship between OC and LT?

What is the impact of OC on LT?

## **Selection of keywords**

In selecting articles, the following search terms were used: "Organizational climate," "Work environment," "staff turnover," "employee turnover", and "staff rotation." It is important to note that

various combinations of these terms were made to identify the most appropriate ones.

### **Eligibility criteria**

The scientific articles considered were those published between 2013 and 2023, exclusively in the fields of business and health sciences, as the focus was on personnel from clinics, hospitals, or other healthcare services. All selected documents were in English and Spanish.

### **Exclusion criteria**

Encyclopedias, textbooks, duplicate articles, case study articles, and preprints were excluded. It is important to mention that the exclusion criteria were applied to ensure the quality and consistency of the information.

### **Information sources and search strategy**

A search was conducted in scientific databases related to the academic field to obtain a representative number of scientific resources. The databases consulted were Scopus, Science Direct, Emerald, and EBSCO.

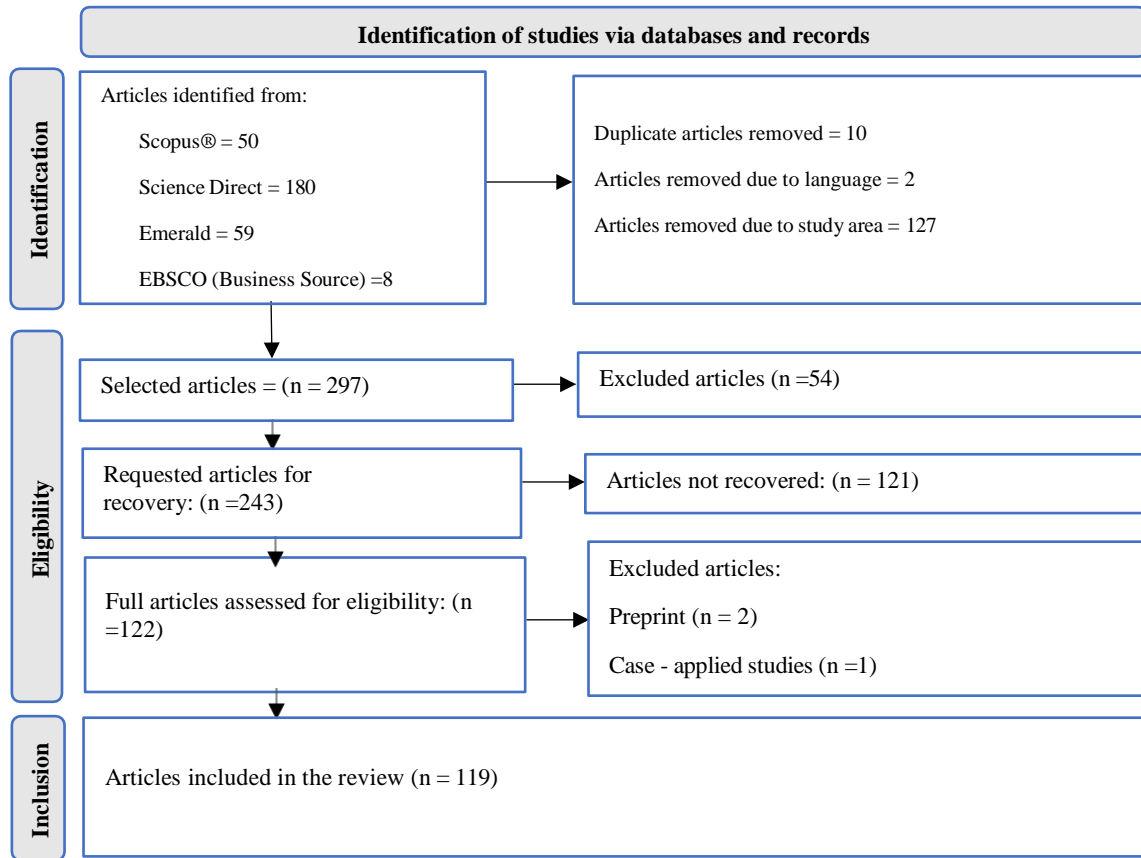
The search initially began in the Scopus database, where 50 articles were found. Next, Science Direct identified 180 articles, followed by Emerald with 59 articles, and finally EBSCO with 8 articles. A total of 119 articles were ultimately selected for the final review, as shown in Table 1. Initially, the databases were downloaded to Excel, where they were reviewed by title and abstract. Articles that were duplicates, outside the study area, or irrelevant to the search were discarded. Subsequently, data analysis was conducted using Atlas Ti. V24, where the following codes were applied: OC, LT, impact, and discussion. These codes were extracted via reports in Word to answer the questions posed here.

### **Article selection process and synthesis method**

Figure 1 below summarizes the systematic review process, based on the PRISMA statement.

**Figure 1**

*PRISMA diagram*



Source: prepared by the authors.

It should be noted that the non-recovery of the articles is mainly due to the fact that they are not included in the packages acquired by the educational institution. In fewer cases, the system experiences errors and does not retrieve the file in PDF format.

## **Results**

### **Conceptualization of Organizational Climate**

According to García (2011), OC defines the outcomes achieved when people in an organization are energized through social interaction. As a result, different personal systems combine to describe the values, attitudes, and beliefs of everyone in the company. OC consists of a series of physical and emotional components that influence the behavior and performance of the organization's members.

In this context, Chiavenato (2009) points out that everything related to the company's members is defined as OC. Meanwhile, Chagray et al. (2020) suggest that the environment surrounding the team is based on the emotional state and behavior of each employee in specific organizational situations, such as communication, leadership, motivation, interpersonal relationships, technology, management, decision-making, and resources, among others.

According to Koys & DeCotiis (1991), as cited by Pilligua and Arteaga (2019), OC is divided into psychological and organizational levels. The former is assessed through individualized studies of the company's employees, while the latter is applied at the organizational scale. Both measure the degree of employees' perception of OC. Thus, OC defines how a person perceives their work, performance, productivity, and personal satisfaction (García, 2011).

Chaparro (2006) states that motivation, OC, Job Satisfaction (JS), and organizational culture are concepts used by companies or human resources departments. These have served as the foundation for theories, models, and studies on each process.

### **Conceptualization of Labor Turnover**

LT refers to the act of departure when workers leave the company where they officially participate. In most industries, this indicator can become concerning and predictive of their economic and productive results in both the short and long term (Dwiyanti et al., 2020). Other experts define this phenomenon as the mismatch between individuals and jobs, between

individuals and companies, and between individuals and other individuals (Daves, 2002).

Similarly, Robbins and Coulter (2018) describe it as the resignation or dismissal of a worker by the organization. It can be measured by determining the number of employees who join the organization compared to the number who leave. With this information, important indicators of employee stability can be generated.

It is important to highlight that LT generates additional costs for the company when incorporating new employees, and training them will take time. Therefore, to retain talent, it is recommended to provide a competitive salary in the market. Employees see this as an opportunity to align themselves with the company's achievements and recognition, view them as their own, and achieve multifaceted growth at both professional and personal levels (Chiavenato, 2019). This is confirmed by Álvarez (2013), who notes that one of the main consequences of LT is cost.

The authors outline various causes for which an employee may decide to leave, such as internal causes (restructuring, conflicts, and poor performance) and external causes (better job opportunities, and professional growth) (Chiavenato, 2009). This serves as a wake-up call for employers, as it may indicate that certain parameters of the company's human element are not being managed properly (Álvarez, 2013).

### **Background and Evolution of Organizational Climate**

The study of OC began with interpersonal theory developed in the 1930s. The theory suggests that organizations should focus on people, not just production, to increase efficiency and productivity. Consequently, research began on how OC affects productivity and JS. In the 1950s, social psychologist Kurt Lewin was one of the first to use the term "organizational climate" to describe the psychological and social environment in which organizations operate (Universidad Internacional de Querétaro, 2023). Lewin et al. (1939), as cited by Cardona and Zambrano (2014), were pioneers in the study of OC, and through various studies approaching conceptualization, they considered the social domain as an aspect and proposed six dimensions: coherence, responsibility, standards of excellence, reward and clarity, organization, warmth, and support.



Since then, research on OC has continued and expanded across multiple disciplines. It is now considered a crucial factor for achieving success in a company (Universidad Internacional de Querétaro, 2023).

Ten decades have passed since Mayo (1977) conducted studies on productivity between 1923 and 1924, referencing the Hawthorne company. Since then, many researchers have studied OC, trying to demonstrate that employees' actions have positive or negative effects on the work environment promoted by management. Therefore, these actions are the results created by workers as a consequence of the company's efforts to provide security, comfort, and a sense of belonging (Pilligua and Arteaga, 2019). Table 1 presents the most cited articles on OC from 2013 to 2023.

**Table 1**

*Top 15 most cited articles from 2013 to 2023 on Organizational Climate*

Author	Citations	Title	Year	Journal	Database
Villamizar & Castañeda (2014)	85	Relation between organizational climate and its dimensions and knowledge-sharing behavior among knowledge workers	2014	International Journal of Psychological Research	Scopus
Olsson et al. (2019)	87	Organizational climate for innovation and creativity—a study in Swedish retail organizations	2019	Review of Retail	Scopus
Marinova et al. (2018)	92	Constructive organizational values climate and organizational citizenship behaviors: A configurational view	2019	Journal of Management	Scopus

Roch et al. (2014)	95	Organizational climate and hospital nurses' caring practices: A mixed-methods study	2014	Research in Nursing & Health	Scopus
Randhawa & Kaur (2014)	98	Organizational climate and its correlates	2014	Journal of Management Research	Scopus
Hung et al. (2018)	123	The moderating effects of salary satisfaction and working pressure on the organizational climate, organizational commitment to turnover intention	2018	International Journal of Business and Society	Scopus
Rusu & Avasilcai (2014)	134	Linking human resources motivation to organizational climate	2014	Procedia- Social and Behavioral Sciences	Scopus
Wallace et al. (2013)	140	Change the referent? A meta-analytic investigation of direct and referent-shift consensus models for organizational climate	2016	Journal of Management	Scopus
West & Sacramento (2023)	160	Creativity and innovation: The role of team and organizational climate	2023	Handbook of organizational creativity	Scopus
Glisson (2015)	181	The role of organizational culture and climate in innovation and effectiveness	2015	Human service organizations: management, Leadership & Governance	Scopus
Ahmad et al. (2018)	193	Organizational climate and job satisfaction: Do employees' personalities matter?	2018	Management Decision	EBSCO

Fainshmidt & Frazier (2017)	216	What facilitates dynamic capabilities? The role of organizational climate for trust	2017	Long Range Planning	EBSCO
Maamari & Majdalani (2017)	240	Emotional intelligence, leadership style and organizational climate	2017	International Journal of Organizational	Scopus
Schneider et al. (2017)	597	Organizational climate and culture: Reflections on the history of the constructs in the Journal of Applied Psychology.	2017	Journal of Applied Psychology	Scopus
Shanker et al. (2017)	819	Organizational climate for innovation and organizational performance: The mediating effect of innovative work behavior	2017	Journal of vocational behavior	EBSCO

*Source:* prepared by the authors.

Findings from the previously mentioned articles primarily indicate that OC and culture are essential elements influencing effectiveness, innovation, motivation, and LT. Organizational culture refers to shared norms and expectations, while OC focuses on shared perceptions of the work environment and its psychological impact on employees. These factors are crucial for creating an environment that supports and motivates employees, thereby improving their LT and job satisfaction (Glisson, 2015; Rusu & Avasilcai, 2014). Employee motivation, which includes both extrinsic and intrinsic factors according to Herzberg's two-factor theory, is significantly affected by OC. A positive OC that fosters trust, collaboration, and recognition can enhance commitment and job satisfaction (Herzberg, 1966; Stroh et al., 2003).

Moreover, a favorable OC and organizational culture are also critical for innovation and efficiency within organizations. Interventions such as the ARC model (Availability, Responsiveness, and Continuity) have proven effective in improving these aspects through the implementation of service system effectiveness principles, shared mental models, and organizational tools. This model has demonstrated positive outcomes in terms of job satisfaction, staff retention, and service results, underscoring the importance of a well-structured OC for organizational success (Glisson et al., 2006; Glisson et al., 2013).

In this context, Sudarsky (1979), cited by Cardona and Zambrano (2014), notes that OC has been studied across several disciplines, including sociology, anthropology, and psychology, especially in the 1960s and more recently in fields such as business, economics, social sciences, computational sciences, engineering, medicine, decision sciences, psychology, nursing, arts, and humanities, among others.

### **Background and Evolution of Labor Turnover**

LT originated in North America in 1910 when employers observed that employee dismissals involved high costs (Martínez and Leonardo, 2010). Since the 1970s, much research has focused on JS and LT, with the latter defined as labor turnover in organizations and environments related to organizational structure, work environment, and personal aspects.

The concept of LT has attracted attention for over three decades, with several studies developing models of the mobility process (Littlewood, 2006). Over time, turnover has become part of organizational statistics; hence, Olubiyi et al. (2019) describe LT as the breaking of the reciprocal relationship between the employee and the company.

The term LT refers to a workforce or organization and is an interdisciplinary term encompassing fields and literature such as engineering, economics, psychology, and organizational management (Hausknecht & Trevor, 2011). It is also a market characteristic that affects workers, organizations, and even entire industries (Brown et al., 2009). To approach the topic of employee turnover, the most cited articles on this subject are presented in Table 2.

**Table 2**

*Top 15 most cited articles on Labor Turnover from 2013 to 2023.*

Author	Citations	Title	Year	Journal	Database
Regts & Molleman (2013)	36	To leave or not to leave: When receiving interpersonal citizenship behavior influences an employee's turnover intention	2013	Human Relations	Scopus
Kurnat et al. (2017)	38	Reducing Annual Hospital and Registered Nurse Staff Turnover—A 10-Element Onboarding Program Intervention	2017	SAGE Open Nursing	Scopus
Jeon et al. (2015)	42	Cluster Randomized Controlled Trial of An Aged Care Specific Leadership and Management Program to Improve Work Environment, Staff Turnover, and Care Quality	2015	Journal of the American Medical Directors Association	Scopus
Karatepe & Avci (2017)	47	The effects of psychological capital and work engagement on nurses' lateness attitude and turnover intentions	2017	Journal of Management Development	Scopus
Ahmad (2018)	47	The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective	2018	Journal of Work-Applied Management	Scopus
Fernet et al. (2017)	51	Motivational pathways of occupational and organizational turnover intention among newly registered nurses in Canada	2017	Nursing Outlook	EBSCO

Mosadeghrad (2013)	61	Quality of working life: An antecedent to employee turnover intention	2013	International Journal of Health Policy and Management	EBSCO
Lerner et al. (2014)	64	Are Nursing Home Survey Deficiencies Higher in Facilities with Greater Staff Turnover	2014	Journal of the American Medical Directors Association	EBSCO
Pishgooie et al. (2019)	66	Correlation between nursing managers' leadership styles and nurses' job stress and anticipated turnover	2019	Journal of Nursing Management	EBSCO
Russell et al. (2017)	77	Patterns of resident health workforce turnover and retention in remote communities of the Northern Territory of Australia, 2013-2015	2017	Human Resources for Health	EBSCO
Zhao et al. (2018)	86	Impact of workplace violence against nurses' thriving at work, job satisfaction and turnover intention: A cross-sectional study	2018	Journal of Clinical Nursing	Scopus
Cheng et al. (2015)	107	Improving mental health in health care practitioners: Randomized controlled trial of a gratitude intervention	2015	Journal of Consulting and Clinical Psychology	Scopus
Kelly et al. (2021)	122	Impact of nurse burnout on organizational and position turnover	2021	Nursing Outlook	Scopus
Stamolampros et al. (2019)	126	Job satisfaction and employee turnover determinants in high	2019	Tourism Management	Scopus

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		contact services: Insights from Employees'Online reviews				
Li & Jones (2013)	150	A literature review of nursing turnover costs	2013	Journal of Nursing Management	of Scopus	

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*Source:* prepared by the authors.

Recent authors in this line of research primarily address the following topics: OC, burnout and turnover intention, audit quality (Hegazy et al., 2023), OC and ecological human resource management (Karatepe et al., 2022), SL and LT (Al Bazroun et al., 2023; Alvarado et al., 2023; Sainju et al., 2021; Skinner & Roche, 2023; Stamolampros et al., 2019; Zhang et al., 2022). It is also noteworthy that the most cited studies in the LT research line are primarily focused on the field of nursing, which indicates that this area has been extensively studied from a scientific research perspective. This could also be explained by the accessibility of nursing staff for surveys or interviews, compared to doctors, psychologists, or other specialists.

### **Relationship between Organizational Climate and Employee Turnover**

Currently, OC is a prominent issue in all companies and is closely linked with LT, where elements such as JS and well-being play a crucial role in the sustainability of the company. A good OC promotes stability, which in turn increases productivity within the organization (Jiménez & Jiménez, 2016). This research is highly relevant as it highlights the importance of continuously improving OC to achieve increased productivity. For a company to be successful, it must determine what to do, how to do it, when to do it, and with whom to do it, in a foresighted, consensual, and planned manner (Criollo, 2014).

The most common reasons for LT include a poor work environment, low market salaries, lack of personal growth, and motivation. This is why human resources should work closely with business partners to prevent brain drain (Trelles, 2019).

On the other hand, Olabode et al. (2020) identified 26 factors affecting LT in construction, which are divided into five categories: (1) factors related to the nature of the work; (2) factors related

to the external environment of the sector; (3) factors related to the construction company itself; (4) factors related to the construction company; and (5) factors associated with individual labor.

Additionally, González et al. (2021) demonstrated the importance of well-being in OC, as well as infrastructure, compensation, and work schedules, which are related to decreased LT because higher job satisfaction correlates with a lower likelihood of resignation.

Trelles (2019) also notes that the relationship between OC and LT is very important. If the work environment in a company is poor, employees will experience frustration, lack of interest, and low productivity. Márquez et al. (2021) confirm that better OC leads to lower LT in a company, meaning that as long as employees feel there are conditions for professional and personal growth, the LT rate will be lower.

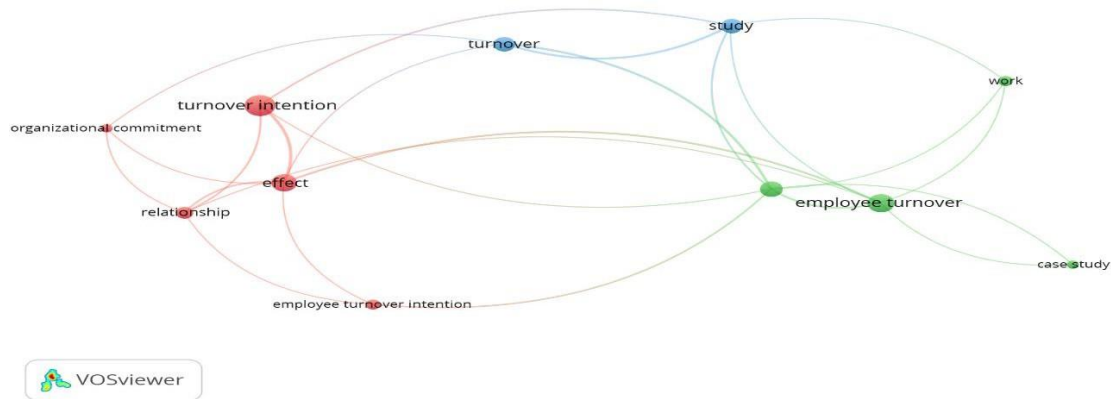
In Mexico, for example, Delgado et al. (2017) concluded that salaries and compensations are a significant cause of LT, suggesting an inverse relationship between OC and LT, i.e., the better the OC, the lower the LT.

In summary, Zaballa et al. (2021) express that LT should be addressed by companies diligently. Therefore, having tools that create a healthy OC can increase labor productivity and prevent the loss of know-how. In this context, Olabode et al. (2020) state that organizations with high LT experience negative effects on their productivity and performance.



**Figure 2**

*Co-occurrences in scientific productions of OC and LT*



*Source:* prepared by the authors in VOSviewer.

Figure 2 shows that LT is primarily related to organizational commitment, labor relations, and turnover intention, providing a guideline for future research.

### **Impact of Organizational Climate on Labor Turnover**

OC is a crucial element for the success of a company. By investing in healthy and pleasant work environments, companies retain their most talented and motivated employees and increase productivity, efficiency, customer satisfaction, and profitability. In contrast, companies that do not focus on OC risk losing their most talented and motivated employees (International University of Querétaro, 2023).

OC involves a thorough assessment of an organization in times of constant change, often leading to problems related to dissatisfaction, poor communication, and negativity within the organization, which can affect both clients and the organization itself (González et al., 2021). It can also place pressure on other team members, leading to work overload and even job stress (Márquez et al., 2021). OC also impacts attitudes towards work. When the environment is positive, individuals will be more loyal, improve their performance, and create a sense of identity; conversely, negative OC will create difficulties in the development of the organization (Morales et al., 2016).

On the other hand, Pilligua and Arteaga (2019) evaluated the factors that constitute a good OC, emphasizing the importance of considering employees' perceptions of involvement, trust, internal stability, relationships with the group, and member consensus (Nazario, 2006). Similarly, Huamán and Inga (2014) guided the use of various methods to simultaneously diagnose and determine the impact of OC and productivity. This type of evaluation covers aspects such as motivation, independence, leadership, organization, member relationships, and JS. In the same vein, Centeno and González (2020) stated that LT is affected by financial compensation, professional advancement, work-life balance, and employees' perception of OC.

Additionally, LT and staff shortages can create problems in the selection and hiring process. An unqualified employee will not contribute adequately to the company's growth, which delays processes and can sometimes lead to resource loss, ultimately generating losses (Centeno & González, 2020). Thus, organizational results are negatively impacted when experiencing staff turnover, as this turnover creates a new learning curve for incoming staff (North & Kumta, 2018).

LT also has implications for the perspective of OC, potentially causing job insecurity, making employees feel exploited and unrecognized, and creating an atmosphere of distrust that negatively affects their work within the organization. This situation impacts the image that the company presents to the outside world (Larrahondo et al., 2022).

Furthermore, the European Institute for Labor Studies researched OC and found that it has a direct impact on business performance, generating a higher return on investment, greater productivity, lower turnover, and more loyal and committed employees (Organización Internacional del Trabajo, 2023).

## **Discussion**

OC decisively influences employees. Furnham et al. (1999) highlighted the importance of the relationship between OC, JS, and employee performance, and the differences between real and perceived OC.

Alimuddin et al. (2023) determined that compensation, OC, and leadership directly affect

turnover intention. Domínguez et al. (1969) suggest that OC is the perception of group members and is highly influential. Therefore, in the workplace, each person creates an environment that governs the organization based on their personality, attitudes, and feelings.

Alvarado et al. (2023) concluded a significant negative correlation between job satisfaction and LT, meaning that if the number of dissatisfied employees is higher, the LT rate will be higher. Chua et al. (2023) found that business analysts with lower OC values were more likely to leave their jobs, but in companies with higher OC values, performance improvements were significant only in the first years that analysts worked at the new company.

In this line, Vega et al. (2014) noted that OC is enhanced by individuals' ability to accept OC, which is a relevant factor for understanding its impact on workers' behaviors and motivations. Effective OC allows organizational members to communicate better with each other and find ways to take on new responsibilities to achieve established goals (Kalhor et al., 2018).

Likewise, Su et al. (2023) identified that the sense of organizational justice is significantly related to young nurses' turnover intention and that OC and emotional work play a chain-mediating role in the relationship between organizational justice and turnover intention. Therefore, nursing managers should not only pay attention to organizational justice but also to the influence of OC and emotional work on turnover intention.

### **Conclusions**

OC proves to be a determining factor in labor turnover within a company. Through the analysis of various studies and empirical data, it has been confirmed that a positive work environment, characterized by fairness, open communication, recognition, and mutual support, significantly contributes to talent retention, and fosters a healthy and productive work environment for the organization. It is important to note that this is built and is the result of the company's continuous effort to create a healthy and pleasant work environment.

OC affects the level of commitment, generating a sense of belonging. If organizations

maintain good OC, they will have happy and satisfied employees, impacting the achievement of goals. This involves aligning OC with the company's philosophy through actions that promote identity and teamwork.

Conversely, negative OC can lead to high levels of job dissatisfaction, stress, and ultimately, increased labor turnover. In Latin America, LT is considered a serious problem in the talent sector, but there are no unified or disaggregated data to demonstrate and determine the size of turnover. If employees are not satisfied or motivated, results will negatively impact the quality and performance of a business, and organizational goals will not be achieved.

Additionally, employees' satisfaction with their work environment has a direct impact on their commitment and loyalty to the organization. An OC that promotes well-being, professional development, and work-life balance not only improves job satisfaction but also reduces voluntary turnover rates. Employees who feel valued and supported are less likely to seek job opportunities outside the organization.

On the other hand, lack of recognition, poor communication, authoritarian leadership, and absence of development opportunities deteriorate OC and, consequently, increase LT. Companies that neglect these aspects may face high costs associated with hiring and training new employees, as well as a loss of knowledge and experience that affects productivity and organizational performance. High LT indicates a lack of leadership with a vision to maintain order, clarity, and coherence in actions focused on generating good OC.

The research also highlights the importance of the perception of organizational justice. Workers who perceive that decisions are made fairly and transparently, and who have equitable opportunities for career advancement, show a greater willingness to stay with the organization. Therefore, fostering a culture of transparency and fairness can be an effective strategy for reducing LT.

To promote competitiveness, organizations must focus on improving OC and reducing LT. Companies need to adopt policies and practices that enhance OC, addressing employees' needs and expectations to build a committed and loyal workforce. Proper management of OC is not only a

competitive advantage but also an ethical responsibility towards employees, which translates into greater stability, productivity, and long-term success.

Thus, to understand the LT process, it is necessary to delve into factors influencing it, such as turnover intentions, JS, motivation, commitment, sense of belonging, and communication, among others, which are ultimately related to OC.

Regarding future research directions, it is suggested to work on proposals for LT stability models and employee retention policies in different sectors: clinics and hospitals, construction, retail, etc. Additionally, studying OC with other variables such as turnover intention, JS, business performance, productivity, job happiness, emotional salary, intention to stay, workplace safety and health, prevention, and management of occupational risks, among others. Similarly, studying LT with variables such as burnout and organizational commitment.

### **Ethical Considerations**

This research did not require ethical approval as it was based on a documentary review.

### **Conflict of Interest**

The authors declare that there is no conflict of interest related to this article.

### **Author Contributions**

Ronald Emiliano Terrones Mayta: Conceptualization, Research, Software, Validation, Formal Analysis, Resources, Original Draft, Visualization, Funding Acquisition, Project Management.

Karla Liliana Haro Zea: Methodology, Research, Data Curation, Writing - Original Draft, Writing - Review & Editing, Supervision.

### **Funding Source**

Research funded by the authors' resources.

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**How to cite this article:** Terrones, R. y Haro, K. (2024). Impacto del clima organizacional sobre la rotación de los trabajadores: revisión 2013-2023. *Tendencias*, 25(2), 247-277. <https://doi.org/10.22267/rtend.242502.261>