

Organizational culture and turnover among young workers in MSEs in Villa El Salvador, 2025

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Abstract– *This study analyzes the relationship between organizational culture and employee turnover among young workers aged 18 to 25 in micro and small enterprises (Mypes) in the district of Villa El Salvador during 2025. A quantitative approach was adopted, using a basic, non-experimental, cross-sectional, and correlational design. Data were collected through a structured questionnaire with Likert-type items, applied to a sample of 384 young workers selected under the assumption of an infinite population, with a 95 percent confidence level and a 5 percent margin of error. Statistical analysis was carried out using IBM SPSS, including descriptive analysis, reliability testing, normality tests, and Spearman's rho correlation analysis. The results show a significant negative relationship between organizational culture and employee turnover, indicating that more positive perceptions of organizational culture are associated with lower turnover among young workers. Significant inverse relationships were also found between employee turnover and the dimensions of organizational culture: organizational artifacts, organizational values, and organizational assumptions, with organizational artifacts showing the strongest association. Although the correlations were of low intensity, they were statistically significant and consistent across all dimensions. These findings highlight the relevance of strengthening cultural elements within organizations to promote commitment, sense of belonging, and job stability among young workers. The study concludes that organizational culture plays a meaningful role in reducing employee turnover in MSEs and provides empirical evidence to support the design of strategic interventions aimed at improving retention, organizational climate, and long-term sustainability in micro and small enterprises.*

Keywords–*Transformational leadership, work motivation, organizational behavior, human resource management, pharmaceutical sector.*

I. INTRODUCTION

Present-day Peru is in a complex situation regarding the. Currently, in the district of Villa El Salvador, considered one of the areas with the highest economic activity and entrepreneurship in Metropolitan Lima, an increasing level of labor turnover is observed, especially among workers aged 18 to 25. This high labor mobility may be due to multiple factors; however, one of the least explored yet potentially decisive aspects is the organizational culture present in companies within the district.

Despite the relevance of this topic, there are few studies that directly address how cultural elements influence organizations, particularly in a context such as Villa El Salvador, where diverse social and economic realities converge.

Although the reasons for this high labor mobility may be multiple, organizational culture emerges as a relevant factor that affects job continuity or abandonment among young workers, by influencing their commitment, sense of belonging, and satisfaction within the company. Nevertheless, this relationship has been scarcely studied in environments such as Villa El Salvador, characterized by its social and economic diversity. Therefore, it is essential to examine how organizational values exert a significant influence on the decision of young workers to remain in the company or to opt for a change.

Thus, in order to understand this dynamic and propose organizational strategies that promote the retention of young people in micro and small enterprises (from now on, MSEs), the need arises to conduct this research, leading to the formulation of the research questions presented in the following section.

A. Research questions

General Research Question:

How are organizational culture and employee turnover related among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025?

Specific Research Questions:

How are organizational artifacts and employee turnover related among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025?

How are organizational values and employee turnover related among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025?

How are organizational assumptions and employee turnover related among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025?

B. Research objectives

General Objective:

To determine the relationship between organizational culture and employee turnover among workers aged 18 to 25 in micro and small enterprises in the district of Villa El Salvador, 2025.

Specific Objectives:

To determine the relationship between organizational artifacts and employee turnover among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025.

To determine the relationship between organizational values and employee turnover among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025.

To determine the relationship between organizational assumptions and employee turnover among workers aged 18 to 25 in MSEs in the district of Villa El Salvador, 2025.

C. Justification

Theoretical Justification: The study seeks to provide a comprehensive perspective by considering essential components such as artifacts, values, and basic assumptions that influence labor turnover, thereby contributing to existing knowledge. From a social perspective, the results are expected to help MSEs address challenges related to workforce stability in changing organizational environments.

Methodological Justification: A qualitative methodology was selected, complemented by surveys applied to a representative sample, with the aim of obtaining both in-depth information and measurable, comparable data. This approach allows the conclusions to be supported in a solid and rigorous manner. The study contributes to understanding how different factors influence young workers' decisions to stay in or leave MSEs, based on the careful collection and systematic analysis of the information obtained.

Practical Justification: In practical terms, this research seeks to generate useful information to guide MSEs in the design of strategies that strengthen organizational culture and reduce levels of youth employee turnover. The results will make it possible to identify effective practices to optimize the work climate and promote staff retention through policies that respond to the expectations and labor needs of employees aged 18 to 25 within the organizational environment. In this way, the findings can be directly applied through concrete actions that contribute to improving stability and productivity in MSEs.

II. THEORETICAL FRAMEWORK

A. Organizational Culture

Organizational culture is understood as a set of basic assumptions and shared beliefs that employees develop by learning to face challenges of environmental adaptation and internal integration, which are taught to members as the appropriate way to act and behave in response to such challenges. It is expressed at three levels, ranging from what is visible to what is most internal and deeply rooted in the group's beliefs [1].

It is also conceived as a system composed of assumptions, values, norms, beliefs, and cultural artifacts that guide members' behavior, exercising an invisible form of control and functioning as a mechanism of adaptation, cohesion, and collective identity within the organization [2]. Likewise, organizational culture is based on a collective framework of beliefs, expectations, values, and norms that shape the functioning of a company, and this system must be constantly observed, analyzed, and interpreted because it allows

understanding how members think, feel, and act in that context [3].

Organizational culture can further be understood as a shared set of meanings that people create, maintain, and transform in their everyday interaction, meaning that it is not something the organization has, but something the organization is: a network of beliefs, symbols, rituals, stories, and practices that give meaning to organizational life [4]. It is also defined as a system of meanings that guides the way people think and act within a company, composed of five key elements: shared values and assumptions that indicate appropriate behavior; its distinctive character, which differentiates one organization from another; its influence on employee behavior, reflected in commitment, initiative, and relationships; its origin and maintenance, derived from the founder's values and transmitted through selection, socialization, leadership, and rituals; and its descriptive focus, since culture describes how things are in the organization without making value judgments [5].

B. Dimensions of Organizational Culture

Organizational artifacts: They can be represented as an iceberg composed of three interacting levels, in which the first level corresponds to artifacts as the visible and tangible elements of an organization [1]. An artifact is understood as an object created by human beings, built with technique, materials, and intentional design to perform a specific function, and inserted within a sociocultural context where its construction, use, and meaning are linked to human needs, available technology, and the values of the time [6]. Its usefulness, form, and meaning may evolve over time, often accompanying or driving changes in the way people interact with their environment [6]. Artifacts are also defined as what can be seen, heard, and felt when entering a company, including elements such as technology, structure, language, symbols, and norms [1], [7]. Although they represent the most superficial level of culture, they constitute the first step toward understanding the deeper values and assumptions of the organization and allow an assessment of whether a culture is more traditional or progressive [1], [7].

Organizational values: Values are conceived as the second level of organizational culture and as principles that guide how individuals act within a company [1]. These values express what members of the organization consider important, right, or desirable, and they serve as a reference framework for decision-making, problem-solving, and interpersonal relationships [1]. Values within an organization are also understood as beliefs related to organizational goals, which guide organizational life and serve individual, collective, or mixed interests [8]. Values are defined as stable convictions that guide decisions and behaviors over time, establishing that a code of conduct or an existential purpose is personally or socially preferable to its opposite [9]. In addition, values form the basis that drives much of social behavior, since they not only regulate individual and collective actions and decisions, but also influence attitudes, ideologies, evaluations, moral

judgments, self-comparisons, self-presentation, and attempts to influence others [10].

Organizational assumptions: Shared basic assumptions constitute the third level of organizational culture and represent a structure that learns as it confronts and solves problems of adaptation inside and outside the organization [1]. These assumptions, by proving their effectiveness over time, come to be considered valid and are transmitted to employees as guides for identifying and analyzing those same problems [1]. They are also understood as deeply rooted and shared beliefs that emerge when organizational values are internalized by members [11]. Over time, these beliefs become unconscious and so integrated that they are no longer questioned, guiding how people relate to the environment, interpret reality, and behave within organization [11]. These assumptions are further described as implicit beliefs shared by members of each organization, which emerge from the interaction between cultural factors of the environment, including religious, social, and contextual influences [12].

C. Employee Turnover

Employee turnover arises mainly from a lack of integration between personal and organizational goals, as well as from deficiencies in personnel management and administration. High turnover may therefore be a symptom of a weak organizational culture or of inadequate motivation and development policies, which generate mismatches between workers' expectations and institutional reality. From this perspective, employees' length of stay does not depend solely on financial factors, but also on the sense of belonging and commitment that the organization is able to foster among its members [13].

Various authors have contributed to the study of employee turnover from different perspectives. Turnover is understood as a reflection of what occurs in the worker's environment, making it a key indicator of job satisfaction and labor stability [3]. The most common causes of turnover include limited opportunities for professional growth and the perception of inequity in rewards [14]. Turnover can also be classified as voluntary and involuntary, with each type having different impacts on organizational morale and productivity [15]. Likewise, turnover levels may serve as an indirect measure of organizational commitment, since more strongly identified employees tend to remain longer in the organization [5]. In this sense, these classic authors coincide in viewing employee turnover as a multifactorial variable that reflects the internal health of organizations and their capacity to retain human talent [13].

D. Dimensions of Employee Turnover

Voluntary turnover: Represents an autonomous decision made by the worker and contrasts with involuntary turnover, which is caused by organization [16]. It is understood as the set of "employee-initiated exits," influenced by factors such as organizational commitment, job satisfaction, and the existence of more attractive external opportunities [17]. This perspective

is expanded through the concept of job embeddedness, which highlights that an employee's decision to stay or live also depends on emotional ties, compatibility with the environment, and the sacrifices associated with leaving the job [18].

Involuntary turnover: It refers to employment separations generated directly by the organization, which are distinguished from voluntary turnover by their institutional rather than individual origin [19]. This type of turnover may also be caused by unforeseen events or shocks that force the employees' departure, without the intervention of performance issues or the employees' desire to leave [20]. From a Latin American perspective, involuntary turnover is also associated with deficiencies such as lack of planning or the implementation of ineffective policies that generate unnecessary dismissals [21].

E. Hypothesis

General Hypothesis:

There is a significant relationship between organizational culture and employee turnover among workers aged 18 to 25 in micro and small enterprises in Villa El Salvador, 2025.

Specific Hypotheses:

There is a significant relationship between organizational artifacts and employee turnover among workers aged 18 to 25 in MSEs in Villa El Salvador, 2025.

There is a significant relationship between organizational values and employee turnover among workers aged 18 to 25 in MSEs in Villa El Salvador, 2025.

There is a significant relationship between organizational assumptions and employee turnover among workers aged 18 to 25 in MSEs in Villa El Salvador, 2025.

III. METHODOLOGY

A. Study design

This research was conducted using a quantitative approach, focused on the collection of numerical data and statistical analysis to examine the relationship between organizational culture and employee turnover among young workers aged 18 to 25 in micro and small enterprises in the district of Villa El Salvador during 2025. This approach allows variables to be measured objectively through concrete data rather than subjective interpretations, facilitating the identification of patterns, ensuring the reliability of results, and generating solid evidence to guide strategies aimed at retaining young talent [22]. The study adopted the hypothetical deductive method, which begins with the formulation of hypotheses derived from theoretical frameworks and submits them to empirical testing through systematic observation and data analysis. From these hypotheses, logical and verifiable consequences are deduced, allowing their validity to be evaluated through empirical evidence, thus ensuring objectivity, methodological rigor, and

scientific coherence [22]. The research is classified as basic, as it seeks to generate and expand theoretical knowledge about the phenomenon studied without an immediate practical application, contributing to conceptual development and the strengthening of the existing theoretical framework [22]. A non-experimental, cross-sectional design was used, since variables were not manipulated but observed in their natural context, and data were collected at a single point in time, allowing a synchronous analysis of the population and the relationships between variables. The scope of the study is correlational, as it aims to identify and analyze the degree of association between the variables without establishing direct causal relationships, providing empirical evidence on the strength and direction of these relationships and contributing to a deeper understanding of the phenomenon within its specific context [22].

B. Population and Sample

A population is considered “infinite” when the number of units is so large, or exceeds 100,000, that it is not practical to count them, and therefore it is treated as unlimited for sampling and statistical inference purposes [23]. This implies a set so extensive that its exact size cannot be determined nor can all its members be enumerated. In this sense, young people aged 18 to 25 in the district of Villa El Salvador can be considered part of a population treated as infinite, since they represent a broad and undefined universe for sampling and inferential analysis [23]. For this study, a sample of 384 participants was selected. This size was calculated assuming an infinite population, with a 95% confidence level ($Z = 1.96$), a 5% margin of error ($e = 0.05$), and maximum population variability ($p = q = 0.50$), which ensures that the results are statistically representative and reliable for the purposes of analysis and generalization.

C. Data Collection Technique and Instrument

The survey was used as a method for data collection through direct questioning of respondents to systematically gather information derived from a research problem, allowing standardized data to be obtained and compared across participants [23]. A structured questionnaire with closed-ended questions was applied, using a Likert-type scale in which participants indicated their level of agreement or disagreement according to their perceptions of organizational culture and employee turnover among young workers in MSEs in Villa El Salvador. This instrument made it possible to obtain reliable and quantifiable data, which were later processed using statistical software such as SPSS to identify patterns, analyze relationships between variables, and evaluate internal consistency [23]. Instrument validity was ensured through expert judgment, in which three specialized university professors evaluated each item in terms of clarity, relevance, and theoretical coherence, guaranteeing content validity [22]. Reliability analysis showed high internal consistency, with a Cronbach’s alpha of 0.977 for the organizational culture scale and 0.922 for the employee turnover scale, confirming that the

instrument is statistically reliable and produces solid, valid results.

D. Data Collection and Analysis Procedures

Data was collected through a virtual questionnaire distributed via Google Forms and shared with young people aged 18 to 25 through a link sent by WhatsApp, obtaining a total of 384 valid responses. Once the information was collected, the data were initially reviewed manually to verify minimum and maximum values for each variable and to ensure consistency and completeness. Subsequently, the dataset was entered into IBM SPSS software, where the corresponding statistical analyses were conducted. Through this process, tables and graphs were generated to present the results in a clear, structured, and systematic manner, which facilitated interpretation, comparison of responses, and reliable analysis of the relationships between variables. This procedure ensured an organized data management process, strengthened the accuracy of the results, and allowed for a rigorous and transparent analytical approach that supports the validity of the findings and their interpretation within the context of the study.

IV. RESULTS

A. Descriptive Results

TABLE I
LEVELS OF THE STUDY VARIABLES BY UNIT SCALE

Variable level	Organizational Culture	Employee Turnover
Low	32	0
Medium	56	29
High	296	355
Total	384	384

The results in Table I show a clear concentration of responses at a high level for both variables. Organizational culture is predominantly perceived as high by the participants, with 296 out of 384 respondents, while only 56 reported a medium level and 32 a low level. This suggests that most young workers perceive their organizations as having a strong and well-defined organizational culture.

Similarly, employee turnover is also concentrated at a high level, with 355 respondents, compared to 29 at the medium level and none at the low level. This distribution indicates that turnover among young workers is perceived as a highly present phenomenon in the MSEs studied, suggesting a high tendency toward job mobility or employment instability within this age group.

The coexistence of high levels of organizational culture and high levels of employee turnover reveals an important analytical implication. Although organizational culture is

perceived as strong, this does not necessarily translate into lower turnover among young workers. This may indicate that the existing culture is not sufficiently aligned with the expectations, needs, and values of employees aged 18 to 25, or that other structural, economic, or contextual factors are outweighing the potential retention effect of culture.

Overall, the table reflects a scenario in which both variables are strongly present, highlighting the relevance of examining not only the strength of organizational culture, but also its qualitative characteristics and its real impact on young workers' decisions to remain in or leave the organization.

TABLE II
LEVELS OF THE STUDY VARIABLES BY PERCENTAGE SCALE

Variable level	Organizational Culture	Employee Turnover
Low	8,3%	0%
Medium	14,6%	7,6%
High	77,1%	92,4%
Total	100,0	100,0

Table II shows the distribution of the study variables by percentage levels, confirming a strong concentration at the high level for both organizational culture and employee turnover. Organizational culture is perceived as high by 77.1% of respondents, while 14.6% place it at a medium level and only 8.3% at a low level. This indicates that most young workers perceive the organizations in which they work as having a strong and clearly defined organizational culture.

Employee turnover presents an even more pronounced pattern, with 92.4% of respondents being located at the high level, 7.6% at the medium level, and 0% at the low level. This distribution reflects a very high presence of turnover among young workers, suggesting strong labor mobility and employment instability within this population.

The combined interpretation of both variables reveals a relevant paradox: despite the predominance of a high perceived organizational culture, employee turnover remains extremely high. This suggests that the mere presence of a strong organizational culture is not sufficient to ensure employee retention among young workers. It is likely that the existing cultural patterns are not fully aligned with the expectations, motivations, and life projects of workers aged 18 to 25, or that other contextual factors such as economic conditions, educational aspirations, job opportunities, and personal development goals exert a stronger influence on their decisions to remain or leave.

In analytical terms, these results justify the relevance of examining not only the intensity of organizational culture, but also its qualitative dimensions and its real capacity to generate commitment, identification, and long-term attachment among young employees.

B. Inferential Results

This section will describe the normality test of the variables. Subsequently, the hypothesis testing will be presented to determine whether the null hypothesis or the alternative hypothesis is accepted.

TABLE III
KOLMOGOROV-SMIRNOV TEST

Variables	Statistic	df	Sig.
Organizational Culture	0,178	384	0,000
Organizational artifacts	0,125	384	0,000
Organizational values	0,181	384	0,000
Organizational assumptions	0,178	384	0,000
Employee Turnover	0,141	384	0,000
Voluntary turnover	0,170	384	0,000
Involuntary turnover	0,114	384	0,000

Table I presents the results of the Kolmogorov–Smirnov normality test for the study variables. The significance values (Sig.) for all variables are 0.000, which are below the conventional alpha level of 0.05. This indicates that the distributions of organizational culture, its dimensions (organizational artifacts, organizational values, and organizational assumptions), as well as employee turnover and its dimensions (voluntary and involuntary turnover), do not follow normal distribution.

Statistically, these results lead to the rejection of the null hypothesis of normality for all variables analyzed. This means that the data does not meet the assumption of normal distribution required for parametric statistical tests. Consequently, the use of non-parametric statistical techniques is methodologically justified and necessary for subsequent analyses, such as Spearman's rho for correlation analysis or other non-parametric inferential tests.

From a methodological perspective, these findings ensure rigor and coherence in the analytical strategy, since the choice of statistical tests must be consistent with the distributional characteristics of the data. Therefore, the Kolmogorov–Smirnov test results support the decision to apply nonparametric procedures to obtain valid, reliable, and statistically robust conclusions about the relationships between organizational culture, employee turnover, and their respective dimensions.

TABLE IV
CORRELATION MATRIX

Spearman's rho		Employee Turnover
Organizational Culture	r	-0.179
	Sig. (bil.)	0.000
	N	384

Organizational artifacts	r	-0.288
	Sig. (bil.)	0.000
	N	384
Organizational values	r	-0.135
	Sig. (bil.)	0.000
	N	384
Organizational assumptions	r	-0.086
	Sig. (bil.)	0.000
	N	384

Table IV presents the Spearman's rho correlation matrix between organizational culture, its dimensions, and employee turnover. The results show negative and statistically significant correlations for all variables, with significant values of 0.000 ($p < 0.01$), indicating that the relationships observed are not due to chance and are statistically robust.

At the general level, organizational culture shows a negative correlation with employee turnover ($r = -0.179$), which, although weak in magnitude, is statistically significant. This indicates that higher levels of organizational culture are associated with lower levels of employee turnover among young workers. In substantive terms, as perceptions of organizational culture improve, the tendency for employees to leave the organization decreases.

At the dimensional level, organizational artifacts present the strongest negative relationship with employee turnover ($r = -0.288$), representing a low to moderate inverse correlation. This suggests that visible and tangible elements of the organization such as structure, symbols, norms, technology, and work environment play a more relevant role in influencing young workers' decisions to stay or leave than other cultural components.

Organizational values also show a negative and significant correlation with employee turnover ($r = -0.135$), indicating that when organizational values are more clearly defined, shared, and perceived as meaningful, turnover tends to decrease, although the strength of this relationship is weak.

Finally, organizational assumptions exhibit a very weak but statistically significant inverse relationship with employee turnover ($r = -0.086$), suggesting that deeply rooted beliefs and shared unconscious assumptions have a smaller direct influence on turnover compared to more visible and explicit cultural elements.

Overall, these results confirm the general hypothesis and specific hypotheses of the study, demonstrating that organizational culture and its dimensions are significantly and inversely related to employee turnover. Although the correlations are not strong, they are consistent and statistically significant, indicating that organizational culture plays a relevant, albeit partial, role in explaining employee turnover among young workers in MSEs in Villa El Salvador.

V. DISCUSSION

The findings of this study show that organizational culture maintains a statistically significant and negative relationship with employee turnover, indicating that as organizational culture becomes stronger, more coherent, and more consolidated, levels of employee exit tend to decrease. This relationship is theoretically coherent with classical and contemporary perspectives that define culture as a system of shared meanings, values, assumptions, and symbolic structures that regulate behavior, shape identity, and generate cohesion within organizations. Culture operates not only as a symbolic framework, but also as a functional mechanism that structures daily interactions, expectations, and social norms, creating a sense of belonging that reduces workers' intentions to leave. When employees internalize organizational meanings and values, they are more likely to develop emotional attachment, identification, and psychological commitment, which strengthens permanence and loyalty to the organization and reduces turnover intentions [1], [2]. Organizational culture also provides interpretive frameworks that shape how members understand their work, relationships, and roles, influencing motivation, satisfaction, and stability in employment relationships [3], [4].

The differentiated results across the cultural dimensions further reinforce this theoretical interpretation. Organizational artifacts present the strongest inverse relationship with employee turnover, which suggests that visible and tangible elements of culture such as physical infrastructure, workspaces, technologies, communication styles, organizational symbols, procedures, and daily practices have a direct and powerful influence on employees' experiences and perceptions of the organization. As the most accessible and observable level of culture, artifact's structure everyday interactions and shape the immediate work environment, making them particularly influential in shaping employees' satisfaction, comfort, and sense of integration. This supports the theoretical view that artifacts, although superficial in depth, play a crucial role in transmitting cultural meanings and generating first impressions that condition employees' emotional responses and behavioral decisions, including the decision to remain or leave the organization [1], [7].

Organizational values also show a negative relationship with turnover, confirming their role as guiding principles that orient behavior, decision-making, interpersonal relations, and ethical standards within organizations. Values shape employees' perceptions of fairness, purpose, and meaning at work, influencing their motivation, identification, and commitment. Although their effect is less immediate than that of artifacts, values operate at a deeper psychological level by structuring attitudes, beliefs, and expectations, which in turn influence long-term attachment to the organization [1], [8], [10]. Organizational assumptions, which represent the deepest and most internalized layer of culture, present the weakest but still significant inverse relationship with turnover. This is theoretically consistent, since assumptions function unconsciously and indirectly, shaping long-term patterns of interpretation and behavior through socialization and

internalization processes rather than through direct, observable practices [1], [11], [12].

From the perspective of employee turnover theory, these findings are also fully consistent with classical models that conceptualize turnover as a multifactorial phenomenon reflecting organizational integration, commitment, and internal health. Turnover tends to increase when there is a misalignment between individual expectations and organizational realities, when employees do not feel valued, or when organizations fail to generate motivation, identity, and belonging. Conversely, strong organizational cultures reduce these risks by fostering cohesion, satisfaction, emotional attachment, and commitment, thereby strengthening employees' willingness to remain in the organization [3], [13]. Employee turnover also functions as an indirect indicator of organizational commitment, since workers who identify more strongly with the organization and its values tend to remain longer and show greater loyalty and stability [5].

Overall, the results of this study empirically confirm theoretical models that link organizational culture with employee retention. Organizational culture emerges not merely as a symbolic or abstract construct, but as a concrete organizational system that shapes daily experiences, social relationships, psychological attachment, and behavioral decisions. By influencing satisfaction, commitment, identity, and integration, culture directly contributes to stability and continuity in employment relationships. In this sense, the negative relationship found between organizational culture and employee turnover fully supports the theoretical frameworks that conceptualize culture as a central mechanism of cohesion, regulation, and retention, particularly in the context of young workers, for whom identity formation, belonging, and meaningful organizational experiences play a decisive role in decisions to remain or leave the organization.

VI. CONCLUSIONS

It was determined that organizational culture has a significant relationship with employee turnover. This was confirmed through the test of the general hypothesis, which produced a Spearman's rho correlation coefficient of -0.179 and a significance level of 0.000, allowing the acceptance of the alternative hypothesis. Although the relationship is negative and of low intensity, it indicates that a more positive perception of organizational culture is associated with lower turnover among young employees. This highlights the importance of strengthening cultural elements to promote stability and commitment among young workers in MSEs.

It was also found that organizational artifacts are related to the turnover of workers aged 18 to 25, leading to the conclusion that organizational artifacts significantly influence employee turnover. The analysis showed a correlation coefficient of -0.288 and a significance level of 0.000, which allowed the acceptance of Specific Hypothesis 1. This

negative relationship, although of low magnitude, suggests that improving visible elements such as the physical environment, rules, symbols, and organizational practices contributes to reducing turnover among young employees in the MSEs of Villa El Salvador.

A significant relationship was also identified between organizational values and employee turnover. The analysis revealed a correlation coefficient of -0.135 with a significance level of 0.000, which supported the acceptance of Specific Hypothesis 2. This indicates that when workers understand, internalize, and share organizational values, employee turnover tends to decrease, even though the strength of the relationship is low.

Finally, the relationship between basic organizational assumptions and employee turnover was examined, leading to the conclusion that these assumptions also have a significant influence on turnover. A correlation coefficient of -0.086 with a significance level of 0.000 was obtained, allowing the acceptance of Specific Hypothesis 3. Although this negative relationship is weak, it shows that shared beliefs and perceptions within the organizational environment influence the permanence of young employees, even if their effect is smaller compared to the other dimensions of organizational culture.

VII. RECOMMENDATIONS

First: It is recommended that managers and owners implement comprehensive, planned, and sustainable strategies to strengthen organizational culture, promoting a positive, participatory, inclusive work environment aligned with the expectations, values, and needs of workers aged 18 to 25. It is essential to promote open, horizontal, transparent, and effective internal communication, creating formal and informal spaces where employees can interact with leaders, participate in dialogue processes, express opinions, and contribute to organizational decision-making. Likewise, clear, accessible, and reliable channels should be established for the expression of suggestions, ideas, concerns, and proposals. These actions strengthen institutional trust, group cohesion, sense of belonging, and identification with the company, which significantly contributes to reducing employee turnover, improving the organizational climate, and favoring the retention of young talent in MSEs, reinforcing their long-term organizational stability and sustainability.

Second: Managers of MSEs are advised to systematically and continuously promote opportunities for professional development and ongoing training for workers aged 18 to 25, through specialized workshops, technical courses, internal training programs, external training, mentoring, work coaching, and organizational growth plans. These strategies allow employees to acquire new technical competencies, soft skills, leadership abilities, and tools for efficient job performance. In addition, they help young workers visualize

their career projection within the company, strengthen their professional self-esteem, and develop a sense of purpose, organizational identity, and institutional belonging. As a result, motivation increases, organizational commitment is strengthened, productivity improves, and voluntary turnover is significantly reduced, contributing to the consolidation of human capital in MSEs.

Third: It is recommended that MSEs managers implement formal, structured, transparent, and permanent systems for recognition and appreciation of job performance, including periodic feedback processes, objective evaluations, public recognition, and symbolic, economic, or professional incentives for achievements and fulfillment of institutional goals. It is also important to establish mechanisms that consistently reinforce organizational values through clear policies, institutional rules, coherent practices, and ongoing communication with workers. Maintaining coherence between organizational discourse and the real actions of leaders strengthens institutional credibility, consolidates a culture of recognition, respect, and organizational justice, and contributes to building a positive work climate that promotes motivation, loyalty, and the retention of young staff within the organization.

Fourth: MSEs managers are encouraged to promote flexible, healthy, and human-centered working conditions that help prevent burnout, reduce stress levels, improve mental health, and strengthen overall job satisfaction, especially among young workers. These measures may include flexible schedules, adapted working hours, workload adjustments, active breaks, wellness programs, recreational activities, self-care strategies, and actions aimed at balancing personal, family, and work life. The adoption of these practices fosters a healthier work environment, strengthens workers' overall well-being, increases motivation and organizational commitment, and translates into a lower intention to leave the organization, particularly among young employees who prioritize well-being, quality of life, and emotional balance in their work decisions.

Fifth: It is recommended that MSEs managers develop, formalize, and implement clear, structured, sustainable, and strategic human talent management policies focused on staff retention, job stability, professional development, and the consolidation of organizational human capital. It is important to establish permanent mechanisms for evaluation, diagnosis, and follow-up that make it possible to identify the causes of turnover, analyze associated factors, measure their organizational impact, and take timely preventive and corrective actions to reduce their incidence. Likewise, personnel-related decisions should be objective, ethical, transparent, and based on technical and professional criteria. For this purpose, policies must be properly documented, disseminated, understood, and applied consistently, avoiding improvised, reactive, or informal responses, and strengthening a professional, strategic, and sustainable management of human talent in MSEs.

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