

Mobility of Human Capital in Middle Management-Autoparts Company

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ABSTRACT

Mexico has one of the highest job desertion rates in Latin America and worldwide. This desertion causes that the companies that suffer from it to experience a decrease in workforce and therefore, that the accomplishment of their organizational objectives is not achieved. This situation is exacerbated when those who command the middle management of the companies. Here are examined some of the most representative internal and external factors that cause talent instability in a company that is part of an auto parts manufacturer industrial group in the municipality of Celaya, Guanajuato, Mexico; identifying the causes that led to medium- or long- term abandonment of it. Strategies to detect and track this talent mobility are also evaluated.

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Introduction

In 2015, sales from Mexico to US market were 277,700 million USD, a year-on-year increase of 5.6% [1]. Mexican exports to United States sum 294,151 million USD in 2016 and concentrated 13.4 per cent of total purchases made by that country, which reached a historic share in that market, highlighting the increase in car, auto parts and engines shipments [2]. To consider: Since 2011, export figures of automotive industry in the country where greater than those of oil sector.

For 2014, more than 3.1 million units were assembled, with an investment of approximately 43,000 million dollars [1]. It highlights the fact that the State of Guanajuato is becoming the most important automotive cluster in Latin America, with the presence of Volkswagen, Mazda, Toyota, General Motors and Honda. There is a specific vocation in the sector. Companies such as Pirelli have also been established. Specifically, in Celaya, the automotive cluster has been strengthened and great opportunities have been opened for auto parts companies that integrate their supply, supply and supply chain in the Laja- Bajío region.

This research is aimed at identifying the causes that lead to an uncontrolled mobility of talent in intermediate management personnel in auto parts manufacturing companies. Specifically, it addresses the case of the industrial group KSPG - Celaya, looking for the factors that can lead to the permanence or encourage the abandonment of the company by such personnel. It should be noted that one of the common problems faced by companies is how to motivate administrative and operational staff to increase commitment to work and increase job satisfaction and interest [3].

KSPG: Rheinmetall Automotive AG is the leading automotive company in Rheinmetall. As a global automotive supplier, Rheinmetall Automotive occupies a leading position in all markets, thanks to its competition in the areas of air supply, pollutant reduction and pumps, as well as in development, the manufacture and supply of spare parts for pistons, engine blocks and bearings. Product development is

carried out in close collaboration with known automotive manufacturers.

Some senior managers believe that to motivate employees and retain talent, it is enough to increase their salary (Schultz, 1995). Such a simple position has therefore been overstated; new approaches and strategies are needed to retain valuable staff in organizations. Human talent is chosen to be an element that establishes a positive difference between the individuals and organizations to which they belong, such as Human talent is chosen to be an element that establishes a positive difference between the individuals and organizations to which they belong, such skills make them adapt to the environment and evolve, talent is a source of innovation that strengthens productivity and competitiveness [5].

In this research it was decided to focus on the level of intermediate commands, considering that it is the least attended level among the three hierarchical levels that normally appear in an organization: the strategic, tactical and operational level [6].

It is excluded at the strategic level, because the managers who form such a level in an enterprise are normally not subject to great mobility; moreover, their training and development is often done outside the enterprise, even in other countries, always in the long term. The other end of the organization is also excluded at the operational level, where assistants and workers work, their mobility and their decisions are subject to the detail and clarity of the operational technical framework, as well as the technical and administrative tools established for them by the aforementioned tactical level, represented by the intermediate commanders [7].

These Intermediate Commands are the link between the Strategy and the concrete results, they are the ones that interpret the Strategies derived from the Managerial level and translate them in understandable Terms for the Operational level, providing them with the Technical-normative framework to Ensure Continuity in the Operation [8].

Research is directed towards a subsector of the automotive industry, considering the importance that this industrial activity has taken in the country, since 2011 the exports of this sector have been displacing the exports of oil - which until that date was our main source of foreign exchange-. This industry for 2014 worked with 20 plants that assembled more than 3.1 million units, estimated for 2014 a foreign direct investment (FDI), approximately 43,000 million dollars [1].

Despite the optimism of the figures, Guanajuato is the third state in the country with the highest turnover rate and the second in Bajío. The monthly rotation is 4.06% and 48.72% a year [9].

With respect to people's talent, in this research it is noted that in the Age of Knowledge [10], managing worker talent is an efficient strategy that adds value to traditional factors of productivity and competitiveness. However, some organizations still do not value talented people and do not have an adequate framework for their development, in the face of this reality not only do talented individuals lose the opportunity, but in the medium and long term the whole organization is decapitalized and wastes an intellectual asset at its disposal. Talented individuals on their part, if not attended to, will seek to move into a new environment where they can transcend.

Problem

One of the problems affecting the mobility of talent in the country is the impoverishment of wages, the increase in extraordinary workloads and working hours, the lack of opportunities for better jobs, as well as the lack of long term strategies of those traditional enterprises that seek only immediate productivity. This leads the talent to examine different opportunities in other companies or in different national or international locations, all of which have a significant impact on the productivity of the company.

Objective

Identify whether the increase in extra workloads and working hours, with low wages, as well as the lack of opportunities for better positions in organizations, induce the talent of their middle management to opt for different opportunities in other companies.

Theoretical Frame

Numerous economic doctrines conceive of the company as a purely utilitarian entity, they maintain that its sole purpose is to obtain profits; indisputable principle, but not absolute truth. This research proposes to the entrepreneur and the manager the implementation of good corporate governance practices and to raise organizational performance, with the promotion of an optimal inclusive, participatory and collaborative work climate to win-win with the middle management staff.

And putting into practice the full potential of their capabilities. That is, the ability to understand the complexity, to make commitments, to take responsibility, to seek continuous self growth, to create synergies through work [11].

The role of people in business organization was transformed throughout the twentieth century. Initially, there was talk of manpower; subsequently, the concept of human resources was introduced, which saw the individual as an entity that brings work and physical skills to the company, whose motto is "no one is indispensable". Today we are talking about people, motivation, talent, knowledge,

creativity. People are considered the key factor in the organization.

Returning to the human factor as the most valuable of the organization allows to give development opportunity to each of the people involved [12]. The Human Capital Theory, in its novel conception of labour input, has been developed mainly by [13].

Here another similar concept is involved, intellectual capital, which is defined as the holistic combination of intangible assets based on knowledge, created by human resources and applied to structures, processes, relationships and social influence of the organization, with the capacity to develop sustainable competitive advantages and generate value [14], human capital represents the knowledge of individuals and groups in terms of values, attitudes, competences and skills that contribute to the benefit of the organization.

Human capital

Human capital is defined by Edvinsson and Malone [15], as the combination of knowledge, skills, experience, incentive and individual skills of a company's workers. Nevado and López [16], define it as the knowledge, skills, motivation and training of the staff. The human capital component refers to the knowledge (explicit or tactical and individual or social) possessed by individuals and groups, as well as their capacity to generate it, which is useful for the organization's mission [17]. It is important to emphasize that human capital is not limited to the accumulation of knowledge in the form of skills and capacities, but also as values and attitudes. The concept of human capital should not be limited to the accumulation of knowledge and skills, ignoring their social relationship character. Human capital represents the knowledge of individuals and groups in terms of values, attitudes, competences and skills that contribute to the benefit of the organization.

Organizational levels

Most current authors recognize that organizations distinguish between three organizational levels, institutional, intermediate and operational. [18], says they correspond to the strategic, tactical and operational level.

The strategic or institutional level is a concept that Harnan [19], calls it higher level or Strategic. It is the top level of the entire hierarchical structure, consisting of directors, deputy directors, corporate managers and other senior executives. Its strategies and decisions involve the whole organization; it functions as an open system where it receives information and is influenced by the external environment, faces high uncertainty because the events presented are unprecedented and unrepeatable.

At the Strategic level is formulated the business Philosophy comprising the mission, Vision, Institutional Values and master Plans Covering the entire Organization [20]. It detects and evaluates External Threats and Opportunities; its Vision and projection is Always long term. Its main Purpose and Measure is Effectiveness.

The intermediate or tactical level establishes the operational technical framework for the implementation of the strategies, at this level specific tactics, policies, plans and programs are developed; at this level belong the functional and departmental areas, is in the intermediate level of the organizational pyramid. It seeks to articulate two different environments, the strategic one with risk and uncertainty and another the operative one, with simple tasks, previously programmed. This level is coordinated by the middle level

chiefs, manages external and internal information. Its purpose is to establish the operational technical framework for coordinating allocated resources. Its main indicators are effectiveness and efficiency [21].

The operational or operational level is at the base of the organization, this is where the specific tasks for each of the operational units are programmed and executed, are daily tasks and operations to realize the results of the strategies established by the management level, it functions as a closed system. At this operational level they stick to procedures, routines and previously defined rules, work for short periods, their indicators are oriented to the efficiency of planned results [20]. These levels are shown in Figure No. 1.

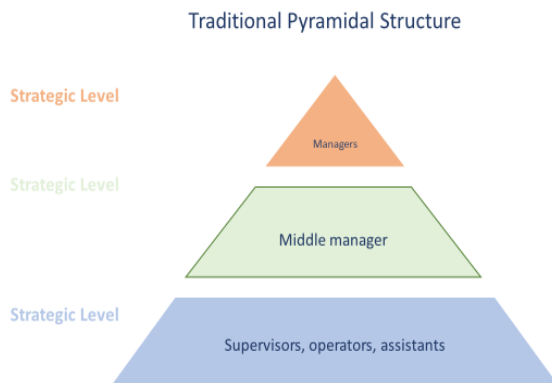


Figure No. 1. Traditional pyramidal structure.

Source: Own production (2016) with information from [18] and [19].

Intermediate commands enable firms to achieve competitive advantage by updating control, process and technical indicators such as the integral scorecard mentioned by [22], which it considers more than a measuring system, as a management system for channelling specific skills and knowledge to operational posts.

Changes in the vertical pyramid structure. The global economy has in a short time transformed the way many organizations operate, which causes them to be forced to reformulate their business mission, update their business vision, and transform its organizational structure deem the customer perspective [23]. The Horizontal Administration is identified as a new vision for transforming the performance of organizations [24]. The change in structure is now oriented towards better communicated organizations, taking into account the approaches of the horizontal administration. There is also a transformation of organizational structures at the operational level due to the accelerated use of automated processes that seek greater productivity and efficiency.



Figure No 2. Changes in structure by horizontal administration and automation.

Source: Own production based on [24].

Figure No. 2 shows a reduction in the strategic level seeking to give agility to decision making and optimize costs, some managers will be relocated to other business areas or fired. Automation processes eliminate personnel at the operational level, some will be lucky enough to be promoted to the level of middle management, others will simply be fired. It is impractical for companies to continue to maintain power spaces with bureaucratic vertical structures that move away from the operation, which increasingly fragment activities, until you lose sight of the main purpose and develop long stretches of control that hinder communication between the different levels and posts. On the other hand, the automation of processes, procedures and tasks has eliminated many posts and staff positions especially those monotonous activities, reducing the operational level and part of the tactical level [24].

Porter and Kramer (2006) emphasize the importance of activities aimed at the value chain of an enterprise and point out that such activities have social effects and consequences for all groups in which it takes part



Figure No. 3 Change in Structure to reduce the control stretch.

Source: Own production (2016), based on [24]

Figure No. 3 shows a decrease in the size of structures by the removal of hierarchical levels; this exclusion is intended to reduce the control stretch to facilitate supervision and to communicate orders or instructions. The structure now shows a widening due to the incorporation of some managers in new business areas, which are beginning to develop at the level of intermediate controls, also part of the operational staff will be promoted to the level of intermediate commanders enriching their work. Operational work, routine, is being reduced due to the speed, complexity and volume of the changes, generated by the innovation imposed by the global market, long term sustainable strategies are required to integrate technologies clean energies.

This new type of structure needs to be geared to the new conditions of the world economy.



Figure No 4. Characteristics of the new Structure.

Source: Own production (2016) based on proposed pyramid structure changes model [25].

Figure No. 4 shows that the operational level is concerned with fulfilling the activities, routines and processes programmed by the tactical level in time and form. It develops the orientation of its objectives, goals and plans in the short term, seeking to make the allocated resources efficient.

As for the end of the pyramid, at the strategic level where the company's managers work, their vision is invariably oriented in the long term, they are in contact with the external environment, establish the mission and vision of the business which adapt to the changes of the external environment, also establish the values that should guide the organization.

The middle managers

As for the level at which this research is directed, it is the tactical level, where the intermediate commands are located, which, in most cases, are little attended by the management level, as they are interested in the results obtained by the operational level, without giving due importance to the tactical level that constitutes the link between the strategy set by the same managers of the strategic level and focus on the achievements achieved in the short term by the operational level.

It is important to address the mobility of talent at the intermediate command level, to be able to make the changes necessary to meet the pressing demands of the global world. Two types of mobility of talent are distinguished: qualified mobility, that is, the mobility of persons leaving secondary and higher education schools and the so called "brain drain", which includes graduates from university degrees, who are normally incorporated into scientific and technological research institutions in other companies or countries, This causes future researchers to move in multiple direction [26].

The intermediate commands do the work of "interpreters" because they translate the strategies generated by the managerial level in terms that are understandable for the operational level. As has been pointed out throughout this research, intermediate commanders provide the regulatory framework for the coordination of activities, and it is they who can support the transition from talent outflows and the development of the new talents that come in. Thanks to their job training and the hierarchical level at which they work, they can accompany the retired person in the preparation of technical reports, in the updating of manuals and instructions concerning their theoretical-practical experience in the organization. The transition of some posts can be very simple and in other cases will be more complex.

The level of intermediate controls transmits the strategies, creating the normative and operational framework to give them viability, are the link from the management level to the functional areas to convert these strategies into plans and objectives for each department or functional area [27]. Intermediate commanders develop specific policies, methods, operational processes and administrative procedures that translate into reality a strategy that was only delineated in very general terms by the management level.

A study on the raigambre of Human Capital [28]. It indicates that Mexico has an average of 8.9% of voluntary work dropouts, which represents about 10 million 800 thousand people who decided to leave their jobs in 2013. This percentage of labor dropout in Mexico is more than double what is reported on average for Latin America (3.4%) and is also a much higher percentage compared to the percentages obtained in the United States and Europe, who have average

dropout rates of 6.2% and 4.6% respectively. The preliminary study also indicates that the highest percentages belong to the "Retail" industry with 20% dropout and to the Telecommunication industry with 11.2% [28].

This increase can mean an incorrect approach and appreciation of the needs and expectations of Generation Y by the organizations. But the question is: How does leaving work affect organizations? First, the implications regarding the company's image need to be considered. High dropout rates can call into question the reputation of the company and make it less attractive in the eyes of future candidates. But also, customers may question the seriousness of the company due to the constant change of personnel and the quality of the service offered to customers may be compromised due to the same reason. Secondly, there are the economic repercussions. Job dropout causes organizations to lose their investment in hiring staff who decide to voluntarily disassociate themselves from the company% [28].

The estimates of the PWC study [29], indicate that in Mexico an average of \$324 is invested for each new recruitment. To this must be added the investment in training and development that, in Mexico, according to the same study, amounts to \$300 annually for each employee. And we also need to consider the recruitment and training time of the new staff to be recruited, as well as the time it will take to be able to perform in an appropriate manner (learning curve), which can be on average 6 months.

This does not include what it will cost to recruit and train the person who will remain in the place that was left vacant and what it will represent monetarily for the company to lose its image. In conclusion, leaving work can be more harmful than I imagined and with high economic repercussions. Thus, for the organizations, the knowledge of the main causes of desertion and the implementation of appropriate management strategies becomes a priority if the percentages of occupational retention are to be increased [29].

Among the problems affecting the mobility of talent in the country is the impoverishment of wages [30] as well as the lack of long term strategies of those traditional enterprises that seek only immediate productivity, increasing extra workloads and working hours, This prompts talent to examine different opportunities in other companies or in different national or international locations [31].

The document Ranstad Workmonitor [32]. A study that describes that 9 out of 10 employees would change jobs immediately for various reasons, making Mexico the country with the most job dropout in Latin America. In Mexico there is an exaggerated turnover of personnel; some reasons for this are better economic offers by other companies, or lack of professional development opportunities and stagnation.

Document The 7 Hidden Reasons Employees Leave [33], indicates that there are internal problems in organizations that force employees to seek more labour mobility, triggering high levels of job dropout, and these are some of the causes:

The expectations that one creates can be easily destroyed, so it is important to thoroughly analyze what the work offers. Four per cent leave their jobs on the first day, 50 per cent in the first months and 40 per cent do not last more than a year and a half, according to data from OCCMundial.

According to OCCMundial, 96% of professionals in Mexico have new ideas and only half carry them out. Many employees feel stagnant in their work activities. Little follow up on the employee. Sometimes companies fail to provide

feedback to employees at the time of their work, causing little informal advice and stagnation.

Few opportunities for growth. Staff mobility provides feedback and renewal; however, its excess is due to the limited opportunities for professional growth that companies provide. Distrust in high command. At some times the top brass might not follow the maxims of the corporate culture as people are our most important asset, provoking the progressive distrust of the rest of the staff (Branham, 2005).

Ernesto Uranga [34], says that, although these four causes correspond to the internal organization of a company, the mobilization of personnel is basically due to two primary reasons, lack of job opportunities and low wage provision.

In the automotive industry, foreign investors have taken advantage of Mexico's advantages, such as: supply chains; privileged location; skilled labour; and free access to the world's most powerful markets.

In the region, the auto parts industry has become a strategic link in the automotive supply chain, as the quality and cost of the auto parts establish the degree of competitiveness of the finished vehicles [35]. Building supplier networks to efficiently incorporate a wide variety of auto parts is one of the most important tasks for terminal companies [36], networks facilitate the maintenance of innovation and competitiveness.

Each vehicle is composed of an average of 15,000 auto parts, of which assembly companies manufacture only the parts related to their value chain and leave the less specialized auto parts suppliers [37]. One example of this chain is the production model developed by Toyota, where there are leading suppliers, who in turn work with second, third and fourth row suppliers [38].

Auto parts manufacturers in Celaya, Guanajuato, have strengthened their supply chains thanks to the accessibility of the Bajío region, which represents a significant cost reduction in inventories, in the move with reduced displacement times, with the availability of skilled labour and the proximity to one of the most powerful markets on the planet.

Fidel Otake [1], mentions that despite the excellent preparation of technicians in the State of Guanajuato, in the specialties of machine-tools, maintenance, automotive mechanics, metal foundry and industrial finishes, plastic injection, electromechanics and mechatronics, there are still insufficiencies in specific technical areas that are required by the companies of the field. For this purpose, CLAUGTO is responsible for establishing the linkage of the school industry so that the educational institutions in the State adjust their curricula to suit the requirements of the companies in technical aspects and in greater command of the English language, with the aim of achieving these standards and for students to attain the quality established by the industry.

Depth interview

In the method of depth interviews, the interviewees give their views openly and without restrictions, since anonymity was fully guaranteed, which contributes to obtaining relevant information. The process is deductive, since the original approach leads to the research question; the general objective, as well as the hypothesis or assumption to be tested [39]. This research is situated in the context of the auto parts industry, in an industrial group located in the municipality of Celaya, Guanajuato

Case study method

A case study involves conducting research using quantitative, qualitative and mixed processes to make a

profound and integral analysis of a unit to address the problem posed, in addition to testing hypotheses and developing or modifying a new theory [39].

The purpose of this case study is to have a close description of the phenomenon of the mobility of talent in the middle management, looking for patterns of behavior in the industrial area of Celaya, discovering the causes of such mobility, identifying its origins, from the observed data to appreciate the main processes and some strategic programs to conserve the human capital of the organization under study.

Carrying out a thorough analysis of a case study and the context in which it is presented, according to Creswell [40] allows to understand the way in which it evolves or develops in the unit under study, to be able to emit or modify a theory. Here he refers to an industrial group dedicated to the manufacture of auto parts, which is willing to collaborate with this investigation.

Supposed of work

The increase in extra work and working hours, with low wages, as well as the lack of opportunities for better positions in organizations, induce the talent of their middle management to opt for different opportunities in other companies.

Method

Given the evolution of the research, the method used was the qualitative one, since deep interviews and a survey of a small number of middle managements were carried out. In this research, an instrument was designed to carry out surveys with nine closed questions and an open question.

Selected company

The industrial group KSPG Celaya, in the municipality of the same name, was chosen because of its proximity, being an innovative company of great growth, an industrial group which manufactures auto parts supplying automotive plants in the municipality of Celaya and several companies abroad. It is also an organization which has provided the necessary facilities for carrying out this research [41]

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Limitations

Initially, this research was intended to be carried out quantitatively, using data from INEGI [42] as a source, regarding the number and type of companies in the field to delimit the universe. Access to staff for the collection of information was cut short by the management's refusal or no response to make it in six of the ten companies - the appointments were cancelled and others postponed, time and again, by the personnel heads of such companies, which is equivalent to a 60% reduction in the universe of economic units to be investigated.

For the above reasons, it was decided to modify the strategy, changing to a qualitative method by selecting a model company. In other words, the questionnaire process was carried out according to the sample and this research was converted into a case study oriented towards a single company, which provided the time and information necessary to conclude the investigation. In addition, an instrument containing a detailed interview with the company's personnel officer was used.

Survey as an interview

The information was collected, asking the following questions: Experience at working in the company? Is it considered well paid? Do you often work overtime? Do you consider the number of overtime hours worked adequate? Does your current work meet your expectations? Do you plan to change jobs? How do you consider rotating middle management staff in your company? What are the suggestions for the company and avoid staff rotation?

Results

Surveys to middle managers

The 39 middle management workers were surveyed, and the results are expressed as a percentage:

16%. Age? Between 28 and 49 years. Working time in the company? Between 2 and 15 years. Is it considered well paid? Yes: 73%; No: 15%; You don't know: 12% Do you work overtime often? Yes: 89%; No: 11% Do you think the number of overtime hours worked is adequate? Yes, 62%; No: 22%; Not: 16%.

Does your current job meet your expectations? Yes: 32%; No: 63%; You don't know: 5%. Do you intend to change jobs? Yes: 15%; No: 85%. How do you consider the rotation of middle management staff in your company? High: 3%; medium: 15%; Low: 77%; No or no: 5%.

Open question:

Open question Suggestions for the company and avoid staff rotation: 1. Provide opportunities for professional development through training; 2. Establish access policies at higher hierarchical levels to avoid stagnation in the company; 3. Describe posts accurately as the employee creates job expectations. Workers and their skills and competences do not coincide with the position; 4. Managers do little to follow the employee, resulting in informal counselling; 5. Facilitate opportunities for growth; 7. Avoid distrust of middle management. In addition:

The middle management said that in fact the company has a very professional orientation towards planning, but they do not take much into account, at least in a real way, as they are subject to very ambitious work objectives, they do not take into account meal and rest times. The average controls are subject at all times to be available 24 hours a day, 365 days a year; the objectives must be achieved as they result, they manifest, which always generates great pressure and a very strong emotional wear and tear.

Appreciation to the increase in overtime and overtime and low wages, they confirm that, although they do not have extended working hours in their contracts, the targets are very high; the time of entry is quite clear, but not the departure time. There is no recognition for the effort and if much demand. Wages are not equal to the responsibility and time spent in achieving the stated objectives.

The demands are many and the motives are few; besides, it was detected that there is a high degree of stress derived from the same work and from family pressures; comments like "we never see you", "with whom did you marry? With

the company or with me?". These are the main elements that the middle management exposes to look for new alternatives of work, the lack of recognition of the work done is also an important part of the decision or minimum intention to seek new alternatives as already mentioned.

Profunded interview with the Director of Human Resources

As a result of the depth interview applied to the human resources manager himself in the KSPG business group, information was obtained on some of the criteria applied to the administration of the human capital of the enterprise chosen as a case study. The interview was aimed at understanding the business philosophy and its application in the development of human capital, especially of middle management:

Business philosophy and middle management staff. - They focus on meeting high international quality standards, are demanding with processes, are accustomed to constant measurements, to comply with various controls such as process sheets, inspection sheets, among others.

There is trust in their leaders, a large part of the work lies in good leadership, they trust their leaders because they maintain the figure of leader, not a traditional leader, The chiefs are recognized for being consistent with what they say and what they do; the leader arrives before his team members and retires after the last worker in their area.

There is freedom of opinion and participation, freedom to express ideas and comments, to suggest modifications or changes to processes or materials, which encourages creativity and innovation. They work with the philosophy of continuous improvement, emphasize that the automotive industry; they work in a circle of high international competition; the companies that integrate the industrial group under study, both in Mexico and worldwide, are designed to work with best process and product practices.

Value human talent and engage with new employees from their entry, on average 30 engineers are given access in the last semester of their career, working as resident engineers for a semester, they are made to feel like normal employees (not to be tested), given a full uniform, assigned a place and work equipment, use of a computer if required, are entitled to food in the canteen of employees without distinction of any kind, in such a way that at the end of the test semester, the worker has a real experience of the working environment of which his future company can be. Of these 30, an average of 20 per cent are elected, with six new members starting their work without any doubt about their future in the company.

They promote security and permanence, within the goals and commitments of each of the leaders, is to have little rotation in their area. It grows based on constant promotions and promotions, there is pride in knowing that the strongest engineers in the group, they grew the company. In administrative posts, the same criterion exists, although there is less dynamism in the movements.

In terms of skills and skills, the skills developed in middle management executives during their time in the company are leadership, time management, negotiation skills, service attitude, seek just for internal and external customers.

"You grow, I grow": with the growth of each company the growth of its members is supported. This company, like many others, started with foreign staff in their managerial ranks, but now, unlike others, proudly state that the group's companies in Mexico are headed by Mexicans, former plant

manager of KSPG in Celaya, is now International Operations Manager with headquarters in Germany.

From interviews with the middle management it was deduced that they feel a great deal of work pressure, the objectives are very high, they are not considered times of rest, Organizational plans determine the objectives per person without considering the natural wear and tear of the worker, do not take into account the schedules or the ability of plant to withstand the established.

Conclusion

For the research scenario: Increasing extra work and working hours, with low wages, as well as the lack of opportunities for better positions in organizations, induce the talent of their middle management to opt for different opportunities in other companies. In a hard analysis, 85% of the middle management components do not intend to change jobs and the assumption is rejected.

With a deeper analysis, reflected in the open question, there are elements that, if not met, the middle management would consider changing jobs. Similarly, they say that from the experiences of other colleagues, rotating to another company means reaching the same working conditions that they now have.

73% of middle management workers are considered well paid, so it follows that they do not seek to change jobs. Although 27% do not agree with their economic perception, this can lead them to look for other options.

89% of middle management work overtime frequently, of which 62% agree with it, which means that 38% do not agree with overtime, a further cause for seeking employment alternatives. 63% of middle management consider that their current work does not meet their expectations, which can generate in the employee an intrinsic need very strong to look for another job option.

The desertion of middle management in the auto parts industry of the Laja-Bajío area is not affected by the low level of pay offered by the companies. Interviewees suggest that the company offer flexible schedules, home office one day a week, increase in annual bonuses, increase in annual leave days. Training at the international level.

Discussion

In the Laja-Bajío area, and especially in the municipality of Celaya, the global economy has transformed a large part of the region, formerly known as the "granary" of Mexico; an additional option is now available, the operation of large automotive and auto parts companies, As a result, multiple job alternatives have emerged for the municipality and nearby cities High dropout rates can challenge the company's reputation and become less attractive in the eyes of future candidates. But also, customers may question the seriousness of the company due to the constant change of personnel and the quality of the service.

Dropout from work causes Organizations to lose their Investment in Hiring staff who decides to voluntarily disengage from the company. In Mexico, an Average of \$324 is invested for each new Recruitment. To this must be added the Investment in training and development that, in Mexico, according to the same study, amounts to \$300 annually for each Employee.

To be able to perform in an appropriate way (learning curve), it can be on average 6 months of new staff. One more of the causes is that there is not all "urgent" planning, which causes the staff to stress out and fall into frustration, it is important a good planning if you want to get positive results,

as well as listening to those who know, for the staff to "put on the shirt."

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