



Turnover intention of marketing employees in the leasing industry: influencing factors

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ABSTRACT

The intention to switch jobs is the desire to resign by employees, influenced by various internal and external factors, and it can have adverse consequences for a company in terms of recruitment costs and providing training to employees. The research background for this study is the intention of an individual in a managerial position (manager) within a company, particularly in the marketing division, which tends to have a relatively high turnover intention compared to other divisions. Therefore, the objective of this research is to analyze the factors influencing the intention to switch jobs among marketing division managers and how both the marketing division managers and the company address this issue. The research method used in this study is qualitative. This research focuses on the factors influencing the desire of marketing manager employees to switch jobs and how the marketing division managers and the company address this desire to switch. Through data collection using interviews, the research found that the desire to switch marketing managers is influenced by organizational commitment factors, which include the material responsibilities that employees must bear when consumers lapse and a lack of support from leadership.

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1. INTRODUCTION

Having competent human resources with a strong work ethic is what management hopes for (Chaniago, 2018). This is because human resources play a vital role in achieving a company's goals. Human resources serve as a strong foundation in supporting the realization of a company's vision and mission (Fajrin, 2018). Therefore, the human resources within the company should be managed and treated well (Hamid, 2017). This is to prevent a high turnover of employees to other companies (Suprianto, 2014). While the desire to leave a job is not always a choice for an individual, it can be influenced by many personal and contextual factors, such as employability and labor market conditions. Individual turnover intentions depend on perceived opportunities and ease of finding another job (especially in difficult economic conditions), the role of mobility cognitions, as well as individual differences in search behavior (Bothma & Roodt, 2013). Turnover intention (TOI) is referred to as "a deliberate and conscious willfulness to leave the

organization within a foreseeable future” (Ertureten, 2013, pp. 205-216). Intention to move is still an important issue for a company because it involves a cost that must be incurred by the company, including recruitment, training, productivity loss, new employee expenses, and sales loss (Wahyuni et al., 2014; Alonso, 2011; Slavianska, 2012). Managers are the main decision-makers regarding organizational issues and carry out various important activities in a company, starting from planning and implementing organizational change strategies to creating an effective work environment (Stewart, 1994), so when a company manager has the desire to move, this becomes a problem and will be a serious concern for the company (Budhwar & Varma, 2010; Holtom et al., 2008).

The turnover phenomenon in a corporate environment is detrimental to the company because the company has already incurred costs for recruitment, selection, and development activities (Hasibuan, 2017). The sales division is one of the divisions known to have high turnover intentions because it is required to meet targets; by meeting targets, salespeople can be said to have good performance. In reality, not all salespeople can meet the target set by the company. That will impact work discomfort, which can cause bad things for employees and the company (Norma et al., 2017).

Companies that have a high organizational commitment by implementing The Commitment of Wheel, whereby prioritizing human values, using two-way communication, uniting individual interest and company interest, providing security guarantees and clear rewards so that employee welfare can be guaranteed, providing confidence that every individual has equal opportunities to actualize themselves (Sutanto & Gunawan, 2013). In addition, company facilities and mechanisms, such as policies, payments, and work environment, have an impact on employee job satisfaction so that employee turnover intentions decrease (Lai & Chen, 2012).

Research conducted by Udo, Guimãrães, & Igbaria (2011) found that factory managers' turnover intention results from a complex relationship between role breakdown (role conflict and role ambiguity), task characteristics, job involvement, job satisfaction, and organizational commitment. However, this research emphasizes the importance of organizational commitment as a determinant for factory managers to remain at that organization. This research aligns with research (Djastuti, 2011), where increased organizational commitment results from work design with a motivational approach. This means that a motivational approach has been combined with the five dimensions of job characteristics, and this has had the impact of creating a strong incentive for employees to remain members of the company's organization. For example, the urge to strive with high enthusiasm and effort for the benefit of the company, which is manifested in the willingness to work overtime, not wanting to move to another company, making the company proud, obeying company regulations even without supervision, obeying orders, and providing improvements.

According to Katsikea, Theodosiou, and Morgan (2014), managers face many challenges and opportunities in their daily work activities. Even though the job is appealing, some demands are often reflected in high job satisfaction ratings and turnover. The challenges that arise relate to a variety of customers requiring solutions in a variety of foreign markets. Other research conducted by Peterson (2009) shows that workplace experiences and organizational behavior that lead to a more integrative work culture and climate can have an impact on managerial turnover in retail organizations. The research findings focus on the importance of management development and the climate created by the organization (experiences, interactions, and relationships that lead to integration). As such, this research is interested in examining the factors influencing the desire to switch among marketing employees in the leasing industry in a broader sense. This broader perspective includes factors, the background of the sources, and the methodology used. This research will utilize a qualitative approach to facilitate in-depth conversations with the sources to uncover spontaneous insights sought by the researcher.

Based on the background above, the formulation of the problem in this research can be drawn: (1) What factors influence the transfer of a marketing employee to the leasing industry? (2) What do employees do when they have the desire to move? (3) What is the company doing in response to the intention to move marketing employees with a high turnover rate in the leasing industry? The research aim is to analyze the turnover desire factors that influence marketing employees in the leasing industry. Apart from that, this research provides benefits for leasing companies to minimize turnover by knowing and being able to prevent factors that make employees feel uncomfortable. Employees pay more attention to things that happen in the company where they will work, so as early as possible, discuss things that are beneficial for both parties for academics to add literature related to turnover intention in the leasing industry, which has a fairly high turnover rate with a qualitative approach.

2. RESEARCH METHOD

This research uses a descriptive qualitative approach, using primary data obtained through interviews with leasing industry employees with relevant selection criteria, such as length of service and position in the company (marketing staff to head of marketing). Interviews were conducted with five sources: two interviewed on August 8, 2023, one interviewed on August 10, 2023, and two interviewed on August 14, 2023. Each source required approximately 30 to 50 minutes for the interview. The reason for selecting sources in the leasing industry is because they can provide more understanding of employee experiences and the specific context of the leasing industry that influences their intentions to stay or change jobs.

The data analysis technique used to answer this research problem uses narrative analysis, meaning it focuses on developing narratives or stories related to factors that influence turnover intention.

3. RESULTS AND DISCUSSIONS

3.1 Results

The research results discuss the interview findings related to the research question, which include the characteristics of the sources, the motivating factors for the intention to switch, and the steps to address the intention to switch.

a. Characteristics of Sources

Table 1. Characteristics

	Gender	Age	Education	Position			Status
				Before	Now		
1	Male	33	Bachelor Management	Head Marketing	Marketing (Funding)	Bank	Married
2	Male	32	Bachelor Information System	PIC Marketing	Marketing (Credit)	Bank	Married
3	Male	35	Bachelor Business Administration	PIC Marketing	Head Marketing		Married
4	Male	29	Senior High School	Sales	Production Staff		Married
5	Male	30	Senior High School	Sales	Production Staff		Married

Table 1 shows that all five informants are in the productive age group with diverse educational backgrounds. All interviewees are male, as it is known that males tend to be more willing to take career risks, often switching companies to pursue careers that align with their goals.

The work experiences of the five informants are as follows: Informant 1 has worked in several different companies, including manufacturing, private banks, and

leasing. Informant 2 has experience working in three different companies, namely government offices, leasing, private banks, and national banks. Informant 3 leads the marketing staff at one branch and executes the targets and programs set by the headquarters. Their work experience includes various industries such as manufacturing, retail, finance (leasing), and services. Informant 4 has experience in different companies, having worked twice in private banks, leasing, and national banks. Informant 5 has work experience in retail, manufacturing, and finance (leasing) companies.

b. Motivating Factors for Intention to Move

The individual has different factors that drive them to consider changing jobs; the same holds for the five informants. The motivating factors for the intention to move can be seen in Table 2.

Motivating Factors for Intention to Move	
Narasumber 1, 2, 3	The Head of Marketing or Marketing Supervisor is responsible for consumer delinquency issues related to unpaid bills (Organizational Commitment).
Narasumber 4, 5	The lack of support from the leadership or superiors can be considered a factor related to organizational commitment.

Some informants (cases 1, 2, 3), who are marketing employees in the leasing industry, switched jobs due to the company shifting the responsibility for late or missed customer payment issues to the marketing supervisor/head. On the other hand, informants 4 and 5 changed jobs because they needed more support from their superiors, meaning their superiors needed to provide guidance or policies for their marketing activities. These two motivating factors for the intention to move relate to organizational commitment, as they felt they needed to feel more comfortable and secure with the organization's commitment executed by the company.

c. Steps to Address Intention to Move

When an employee expresses a desire to change jobs, the employee and the company should communicate openly about the factors that make the employee uncomfortable. Both parties should engage in discussions and negotiations, if necessary, to find solutions to the reasons behind the desire to move. Additionally, the company should consider whether the individual still has potential value to the company. If an individual is still valuable to the company, efforts should be made to retain them and prevent them from leaving. However, suppose the individual is no longer a good fit for the company or has decided to grow elsewhere. In that case, the company should refrain from intervening and allow the individual to leave the company.

3.2 Discussions

The intention to move is influenced by job satisfaction (Katsikea et al., 2014), organizational commitment, and personality (Udo et al., 2011), as well as career development potential. The research focus is always related to the marketing division, which is the reason for selecting employees in the leasing industry for this study. However, the research results show that the target is not a factor that makes employees in the leasing industry want to change jobs. This study found two factors that drive the desire to move: employees having to use their funds to pay bills for late-paying consumers and a lack of support from management. In other words, both of these factors are related to the company's organizational commitment.

First-line managers switch companies due to a need for more organizational commitment. Meanwhile, middle managers change jobs because of a lack of support from their superiors, which aligns with Shin et al. (2015), where the organizational situation can be considered an external stimulus in the decision-making process for switching jobs. Maslow's theory also aligns with these research findings. When individuals have satisfied the four lower-level needs, they need self-actualization, which means a desire to fulfill one's values, enhance skills and potential, and feel content with their job (Sari & Dwiarti, 2018).

Targets that are closely related to the leasing industry, especially the marketing division, do not cause work-related stress and are not a reason for employees in the leasing industry to switch jobs. This is because they have encountered various cases and learned to handle such situations. This finding needs to align with Norma et al. (2017), which suggests that the sales division is one of the departments with a relatively high intention to switch jobs due to the pressure to meet targets. Meeting these targets is considered an indicator of good performance. However, the reality is that not all sales personnel can meet the targets set by the company, leading to workplace discomfort that can have negative consequences for both employees and the company.

When the desire to switch jobs arises, according to the five sources, what employees and the company should do is engage in communication regarding the factors that make employees uncomfortable. Both parties should engage in discussions and negotiations, if necessary, to find solutions to the reasons behind the employee's intention to switch jobs. This approach is consistent with Bothma & Roodt (2013), which suggests that leaving a job is only sometimes the best choice for an individual. Therefore, two-way communication between the individual and the company is necessary. However, the company also needs to consider whether the individual still holds potential for the organization. Individuals who still positively impact the company should try to retain them, as indicated by research by Roodt & Bothma (1997) and Sulu, Ceylan, & Kaynak (2010). Losing employees with high skills can affect the organization by disrupting its functions, services, and administration, which, in turn, can lead to increased recruitment and retraining costs. If an organization has a strong commitment to its leasing employees, the turnover rate is likely to be low. This aligns with the findings of Faridah et al. (2022), which suggest that higher organizational commitment leads to lower turnover intention, while lower organizational commitment is associated with a higher turnover intention.

4. CONCLUSION

The desire to move marketing employees in the leasing industry is influenced by the organizational commitment factor, which is also one of the factors that often influence employees to move. When marketing employees in the leasing industry have the desire to move, it is best to communicate with management to minimize misunderstandings and vice versa; the company also communicates with the company so that they get solutions to the problems that occur. Employees can also share about the obstacles that have occurred so far, and the company can also try to retain marketing employees who are considered to have potential with two-way communication. Because the marketing division is the door for the company to build relationships with consumers, the turnover rate of marketing employees needs to be paid attention to by the company. This research can be used as literature, and further research can be carried out by directly determining the variables that influence marketing employees' turnover intentions in the leasing industry using quantitative methods, which can then be compared with the results of this research.

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