

The Positive Effect of Learning Agility on Salespeople Turnover Intention in The Automotive Sector

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ABSTRACT

This research aims to examine and analyze the influence of job satisfaction, learning agility and work engagement on salespeople turnover intention in the automotive sector. This study uses a quantitative approach, collecting data from 113 respondents in a sample using questionnaires distribution. Demographically, respondent were dominated by individuals from Central Java. Structural Equation Modeling - Partial Least Square (SEM-PLS) with SmartPLS 3.0 software was used for data analysis and hypothesis testing in this research. The findings of research on turnover intention show that job satisfaction and learning agility have a direct and significant influence on turnover intention. Meanwhile, the results of research on employee engagement do not have a significant direct influence on turnover intention, and work engagement cannot mediate between job satisfaction and learning agility on sales force turnover intention in the automotive sector

Keywords: Job Satisfaction, Work Engagement, Learning Agility, Turnover Intention.

1. INTRODUCTION

The need to leave the company, which will ultimately result in leaving work, is one of the inevitable issues with human resources. Wanting to leave the company is a decision taken consciously and deliberately (Jehanzeb & Mohanty, 2018). Employee turnover, understood in human resources, is a measure of an employee's length of work with a company and the frequency with which it replaces leaving workers (Hosen, 2022).

(Onyemah et al., 2021) studied the company's investment and revenue are lost when salespeople leave. Salespeople are a top priority for organizations because the salespeople are the main role of the company in earning income. The sales area is responsible for optimizing the distribution and sale of released products to the market (Prasetyo, 2020). The phenomenon of turnover intentions within the company are employees trying to find vacancies elsewhere and feeling uncomfortable working in the company accompanied by many complaints because they are not satisfied with their work (Septianna, 2021).

Recognizing this industry makes a substantial economic contribution to Indonesia, the automotive sector is one of the crucial industries. In 2021, there will be 21,950,275 car users in Indonesia, including passenger, bus, and cargo vehicles, according to the Central Statistics Agency. While motorcycle users in Indonesia reached 120,042,295 units. The Ministry of Industry's data indicates that the automotive sector has a production capacity of 2.35 million vehicles annually and contributes an investment value of IDR 99.16 trillion (Ministry of Industry, 2021). The study of salespeople turnover in the automotive sector is important to carry out considering the absorption of direct labour in this sector reaches more than one million direct and indirect workers along the industrial value chain (Agus, 2022).

Based on research conducted at PT Pekan Perkasa in Pekanbaru, the average 5-year value of the number of percent of turnover intention is very high. Employee turnover indicates a decrease in work commitment (Arie Putra, 2022). Turnover rate at CV. X in Berau, East Kalimantan in 2013 was 88% for non-permanent

workers and 0% for permanent workers. Non-permanent workers at CV.X consider the work they do as a “stepping stone” to working in another company (Santoso, 2014). PT Imora Motor (Honda Jakarta Center) experienced a very high turnover intention in 2015-2017 to above 50%. A high turnover rate can result in losses related to training expenses and time (Rahardjo, 2019).

One automotive sector company in Indonesia conducts recruitment once a month, causing a high employee turnover rate. From the information obtained, it is known that the pressure of sales targets, compensation and punishment given is often a source of pressure for employees, thus disrupting comfort at work (Procyllone, 2018). Employees will be given a probationary period with a predetermined target, if they cannot achieve the target, they will be given a third warning letter which will lead to layoffs (Fitriyani, 2023).

Turnover in the salespeople, especially in the automotive sector, can be affected by various things. Job satisfaction is the main factor that consistently has a direct impact on the intention to quit a job (Andriani, 2018; NingTyas et al., 2020; Rahmah & Riadi, 2017; Salmawati et al., 2022; Yelfira et al., 2021). The process of leaving a person from the company starts from increasing job dissatisfaction from employees which then affects a person's intention to leave the company. However, the supervisor's ability to manage sales strategies will also affect the turnover of salespeople (Ahmad et al., 2023). Managers' support of their staff will help them feel like they have a say in the workplace, which will affect their desire to stick with their current position (Kurniawaty et al., 2019).

Some researches have emphasized that learning agility as a predictive of turnover intention (Tripathi et al., 2020). Learning agility is the capacity to apply learning outcomes and depend lessons from experiences to succeed in novel and demanding situations (Jatmika & Puspitasari, 2019; Muchtadin, 2023). To overcome competence retiring and adapt to changing environments, one must possess agility and the ability to learn from experience (Milani et al., 2021).

Having product knowledge and adaptive sales behaviour will help salespeople find creative solutions for customers and offer consultations that will lead to purchasing decisions (Hidayanti & Rusdianti, 2017; Riserbato, 2022). Meanwhile, every year there is a launch of new technology in the automotive field. Therefore, salespeople as company representatives must be able to distinguish the specifications of each product launched (Nanda, 2020). They must also be able to interpret customer desires and make the buying process simpler (Silberman, 2017). On the other hand, the level of ability to adapt to customers requires learning to interpret sales tactics appropriately (Ade, 2018). This situation requires a form of learning agility for the salespeople. Learning must be part of the sustainability of the workflow and must be adapted to the topics, challenges and changes that are being faced (Silberman, 2017). Being an agile learner is an important skill to have because it will help individuals think and know what to do in ambiguous situations (Alfarez, 2021). Having an agile mindset will view problems as challenges, instead of fearing the difficulties faced. Sellers will see mistakes as opportunities to learn from experience and be able to tap into their potential (Guenzel & Gillespie, 2020).

(Tripathi et al., 2020) in their study indicate that negative correlation between learning agility and the desire to leave the organization. In other words, employees with high levels of agility tend to be more engaged in their jobs which will reduce employee turnover. Following to this research, a particular examination of the correlation between turnover intention and learning agility in automotive salespeople will be necessary.

Based on the phenomena and research result above, new research opportunities about salespeople turnover intention can open up, especially in the automotive sector. Several studies have discussed turnover intention, but there is not much research that specifically explores in the automotive salespeople.

2. LITERATUR REVIEW

Due to the nature of the job, salespeople will work to meet the sales targets set and cause work stress. Reduced employee satisfaction levels will be an effect of work stress (Dewi & Sriathi, 2019). A fair job appraisal will play a role in achieving employee satisfaction and will increase the level of employee engagement (Knight et al., 2017; Memon et al., 2021) propose the level of work engagement should be driven by the company or from the employee itself. Encouragement from the company can take the form of providing feedback, social support and opportunities for career development. The encouragement of personal resources refers to a positive evaluation related to an employee's feeling about an employee's ability to control and have an impact on the environment.

Job satisfaction can involve several of factors, including opportunities for advancement, work environment, relationships with coworkers, reputation, and salary (Vorina et al., 2017). However, employees who feel that organization fulfill of job satisfaction, morally social exchange will reward the company by becoming more engaged at work (Pattnaik & Panda, 2020). Highly engaged employees will show enthusiasm for their work, exhibit high-quality behaviour and performance and enjoy their work (Memon et al, 2020). There is a greater likelihood of engagement in the workplace among employees who are satisfied with their jobs.

Sypniewska et al., 2023) explain the relationship between job satisfaction and employee engagement as an important factor. Employees will undoubtedly be more engaged with their work when their needs and wants are satisfied. Other studies have also shown similar results, where job satisfaction will positively affect job engagement in health science teachers in Texas (Park & Johnson, 2019). (Djoemadi et al., 2019) the research indicates that there is a substantial relationship between job satisfaction and employee engagement. The study's findings demonstrate that the primary element influencing employee engagement is working conditions.

H1. Job satisfaction positively affects work engagement.

Work engagement will be built when the work carried out is appropriate abilities and interests as well as opportunities to learn new things (Arianti et al., 2020). Someone will feel engaged to their company and will tend to show it the best performance because they enjoy their work. Employees will also be inspired, driven, and committed to the business. As learning agility develops, they tend to have a strong engagement in work (Saputra & Bramantoro Abdinagoro, 2018). (Muchtadin, 2023) indicates there is a positive correlation between learning agility and employee engagement.

H2. Learning agility positively affects work engagement

Turnover intention occurs when employees tend to think about looking for new opportunities (Prasetio et al., 2018). (Fitriantini & Nurmayanti, 2020) described turnover intention as the state of people who intend to leave the company and looking for job opportunity elsewhere. A company often deal with the problem of turnover intention, which is related to the employee preferences as representation of low employee loyalty (Susilo & Satria, 2019). Companies must make employees feel comfortable about their work, even though the work is difficult and work deadlines are limited, making the difficulty as satisfaction for employees. The more fulfilled job satisfaction, the intention to leave the company can be minimized by the company to keep its employees (Shabrina & Prasetio, 2018).

Job satisfaction is defined as the main key in revealing the results of affective or cognitive evaluations regarding work experience and job satisfaction will drive individual performance and pro-organizational behaviour (Mustafa et al., 2021). One of the reason for employee turnover is because they doesn't like their boss and doesn't see opportunities for improvement or development in careers. Employees who are satisfied in their jobs are more likely to be committed to the organization and work toward their careers (Ashraf, 2019).

(Monica & Putra, 2017) identified that the desire of workers to leave the company will depend on how satisfied they are with their jobs in the hospitality industry. The indicator used in his research to determine the effect of turnover intention is to give praise and treat employees well so that employees feel valued for their good performance.

(Yadav & Sharma, 2023) identified a significant relationship between job satisfaction and turnover intention in service companies in India. Studies highlight the role that family policies, high levels of support, and conflicts between families play in determining job satisfaction, according to (Wulandari, 2020) it was discovered that supervisor support and family issues have an impact on job satisfaction. Employer support will improve employee performance to increase productivity and reduce employee work retention.

According to research conducted at health workers in one of the hospitals in Denpasar by (Dewi & Sriathi, 2019). The results showed a strong relationship between job satisfaction and the intention to quit as well as work stress levels. (Labrague et al., 2020) examined the causes of the turnover intention of health workers in the Philippines centre. The factors most associated with moving intentions are psychological stress, job fatigue and job satisfaction.

A study shows that organizational fairness and job satisfaction have an effect on salespeople in the automotive sector. The results showed that the level of employee satisfaction has an impact on employee turnover, which means that the higher employee satisfaction, the turnover intention can reduce (Juliadi et al., 2020). This finding consistent with the findings of research conducted by (Sastrawan et al., 2022) that job satisfaction has a negative impact on the desire to quit the company. (Salmawati et al., 2022) their study identified a negative correlation between employee turnover intention and job satisfaction levels.

H3. Job satisfaction negatively affects employee turnover intention.

In an earlier study, work engagement is part of a form of resource development action (Memon et al., 2021). Identifying the aspects that cause turnover intention is important to do because if the company lacks skilled workers, service and organizational performance can decline (Lahat & Marthanti, 2021). (Saputra & Kuncoro, 2021) theorized that when employees have high work engagement, it will reduce the employee turnover rate.

(Park & Johnson, 2019) found that in their research that the level of job satisfaction and employee engagement influences the desire to leave the company. Increasing employee engagement has the capability to reduce turnover intention. According to research conducted on hotel employees located in China by (Wang et al., 2020). The researchers found a link between work engagement and the intention to leave. According to (De

Simone et al., 2018), Italian health make decision to leave their job depends on their level of job satisfaction, work engagement, and self-efficacy.

H4. Work engagement negatively affects turnover intention

Increased engagement, will shape employees into individuals who can face change agility (Saputra & Kuncoro, 2021). Employees with learning agility tend to have a positive mindset and don't use their time thinking about something negative like wanting to leave the company.

Learning agility has four aspects that describe the various components of learning agility (Tripathi et al., 2020). People agility refers to self-awareness, the ability to learn from experiences, the capacity to build relationships with others, and the durability to adapt. Result agility describes people who strive for results in difficult situations, motivate people to put in a lot of work, and have belief in other people. Mental agility describe people who think of new perspectives and what they are, are ready to deal with complexity and uncertainty, and can explain their thoughts to others. Change agility refers to people who can develop their skills, have curiosity, like to experiment and like to add or change skills.

Concluding from the above explanation, learning agility can be evaluated by examining people agility, result agility, mental agility, and change agility. Learning agility is a good predictor of turnover intention. When employees are agile enough in learning, their resistance to change will decrease, which will have an impact on reducing employee turnover intention (Tripathi et al., 2020). Research linking learning agility and turnover intention is scant. (Saputra., 2018) identified employees with high work engagement and learning agility will be a key component of successful organizations because it will affect individuals and businesses such as decreasing employee turnover intention. It can therefore be hypothesized that:

H5. Learning agility negatively affects turnover intention.

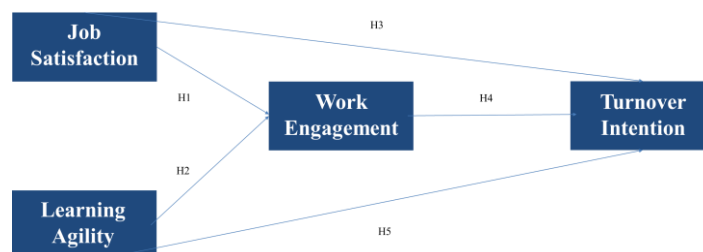


Figure 1. Structural Model

The relationship between variables to be tested in this study are as follows:

1. Job satisfaction positively affect in work engagement
2. Learning agility positively affect in work engagement
3. Job satisfaction negatively affect in turnover intention
4. Work engagement negatively affect in turnover intention
5. Learning agility negatively affect in turnover intention

3. RESEARCH METHOD

This study uses a quantitative approach that focuses on examining the influence of independent variables on dependent variables (P. D. Sugiyono, 2019). The research was conducted in October 2023. The population being investigated comprised automotive salespeople connected to authorized dealers and car exchanges, regardless of their location. The sampling method in this research is Purposive Sampling, where data from respondents who meet the criteria will be selected for analysis. Based on the formulation for determining the sample by Chocran (1989), the minimum research sample is 97 respondents. In this research, the sample used for analysis was 113 salespeople in the automotive sector.

There were 113 respondents, of which 46% and 54% were female. The highest education of respondents is S1 (49%), equivalent high school (50%), junior high school (1%) and elementary school (1%). According to the findings, women can work for a maximum of 25 years, while men can work for 18 years. The characteristics of respondents are based on gender, length of work and age. The average length of work of the respondent is for 3 years. Demographically, respondent were dominated by individuals from Central Java.

The data collection method in the study was carried out by (1) researchers conducting direct surveys to ask respondents to participate in the study and (2) distributing questionnaires online using Google Forms. The questionnaire contains two parts. The first section contains the respondent's data. The second section contains questions corresponding to variables. Measurement of research variables using indicators of each variable that can be found in the Table 1. The Likert scale used in the survey has five points, from 1 (not satisfied) to 5 (very satisfied).

Structural Equation Modeling - Partial Least Square (SEM-PLS) with SmartPLS 3.0 software was used for data analysis and hypothesis testing in this research. (Hair et al., 2021) theorized that the SEM-PLS operational standard consists of two evaluations, namely measurement model evaluation (outer model) and structural evaluation (inner model). The outer model uses two measurements, namely validity and reliability tests. The inner model measurement consists of several stages, including the coefficient of determination test, effect size, collinearity test, goodness of fit test and path coefficient test.

Table 1. Indicator

Variable	Indicator
Job Satisfaction (Amanda, 2021)	Satisfaction with the job itself
	Satisfaction of salary
	Promotion opportunity
	Satisfaction with supervision
	Satisfaction with co-worker
Learning Agility (Sankaran, 2020)	Willingness to learn new things
	Ability to make a contextual connections
	Ability to cope with the discomfort of rapid change
	Ability to build relationships
	Ability to demonstrate self awareness
Work Engagement (Sypniewska, 2023)	Working with enthusiasm
	Provide inspiration or ideas
	Welcoming a challenges
	The sense of full concentration
Turnover Intention (Zhang, 2020; Li ran,2020)	Thought of quitting
	Looking for new job next year
	I shall accept a new job if I have a chance
	I can find another job

4. RESULTS AND ANALYSIS

The verification analysis in this study aims to ascertain the relationship between the dependent variable of turnover intention and the independent variables of job satisfaction, learning agility, and work engagement. This study used PLS (Partial Least Square) to analyze data using software SmartPLS 3. PLS SEM is suitable for this study because PLS SEM does not require normality but the data should not be too far from normal. Kurtosis and skewness results show that the data is normally distributed with values far from 2 and 7 respectively in absolute values. Thus there is no violation of data normality (Hair et al., 2021).

Evaluate measurement models by assessing the reliability of internal consistency, convergent validity and discriminant validity. Convergent validity assessment is performed using AVE scores. All AVE scores show values above 0.5 indicating no item variance errors. All AVE scores are above the threshold, so convergent validity is acceptable. The analysis of the CA and CR values reveals that every variable exhibits a sufficient degree of internal consistency, with CA and CR values ranging from 0.881 to 0.935 respectively. According to the Composite Reliability value, which is derived from PLS-SEM analysis, Cronbach's Alpha and Rho A values were determined to be greater than 0.7. So that all constructs meet the reliability of internal consistency (Hair et al., 2019).

Reflective indicators load on all four variables determined using PLS-SEM. Most of all variables meet the standard criteria for the recommended indicator loading value of more than 0.708 (Hair et al., 2019). Thus, following the AVE criteria and indicator reliability, it can be concluded that all indicators of reliability and convergent validity are satisfied for all forms.

Table 2 Discriminant Validity

Fornell-Larcker Criterion

	Job Satisfaction	Learning Agility	Turnover Intention	Work Engagement
Job Satisfaction	0,860			
Learning Agility	0,769	0,862		
Turnover Intention	-0,489	-0,250	0,860	
Work Engagement	0,851	0,827	-0,378	0,863

Source : processed data 2023

In the table above it can be seen that there is no construct whose value is greater than \sqrt{AVE} each construct related based on the Fornell – Larcker Criterion. This means that each construct shares more variance with the indicators of that construct than with other construct shares. So the validity of the discriminant for all constructs in this research model is met with the Fornell-Larcker criterion (Hair et al., 2019).

Subsequent testing by evaluating structural models to test relationships between constructs. First, diagnosing collinearity to ensure that exogenous interconstructs do not show a high correlation. A collinearity value of < 5.00 indicates that there is no violation of collinearity between constructs (Hair et al., 2019). Based on the results of the Table. 3, the entire value of the variable VIF is below five.

Table 3. Collinearity Diagnosis

Construct	S	LA	IT	WE
Job Satisfaction			3,812	2,443
Learning Agility			3,325	2,443
Turnover Intention				
Work Engagement			4,940	

Source : processed data 2023

Additionally, a structural model that explains the indirect relationship between learning agility and job satisfaction and turnover intention was developed in this study. It is established that there is no correlation between learning agility and job satisfaction, in other words the work engagement variable cannot be a mediating variable between job satisfaction and learning agility on turnover intention.

Table 4 Indirect Effect

	T Statistics	P Values
Job Satisfaction -> Work Engagement -> Turnover Intention	0,406	0,342
Learning Agility -> Work Engagement -> Turnover Intention	0,398	0,345

Source : processed data 2023

The level of accuracy to which exogenous variables can be predicted against endogenous variables, measured with the coefficient of determination can be seen from the results of the R Square Adjusted value and f Square value (Hair et al., 2019). R2 values range from 0-1, with larger numbers indicating better prediction accuracy (0.75=significant, 0.50=medium, and 0.25=weak). It is known that 27.9% of the turnover intention of salespeople in the automotive sector can be explained in this model, the remaining 72.1% is explained by other factors. Work engagement can be explained by the research model by 79.8%, and the remaining 20.2% is explained by other factors.

Effect size assesses the influence of exogenous variables on endogenous variables. Only in the endogenous turnover intention variable, work engagement that has an f^2 value below 0.02 which is based on the guideline value shows a low effect (0.02 = low, 0.15 = medium, 0.35 = large) (Hair et al., 2019). Both the constructs of job satisfaction and learning agility have a moderate effect on the ability to predict turnover intention and have a great ability to predict work engagement. The exogenous construct of work engagement has a small role in the model's ability to predict turnover intention, but this does not justify that exogenous constructs that produce small F^2 need to be excluded from the model, because a relatively small contribution does not mean that the R2 value is low. Although it has a low effect size value, this study has a fit model value

that is by the reference according to (Hair et al., 2019). The results showed an SRMR value of 0.077. Because the value is smaller than 0.100, the research model is considered fit.

Table 5. Hypothesis Test

Path	Coefficient	t-statistic	p-value	Significance
JS -> TI	-0,686	4,705	0,000	Significant
JS -> WE	0,526	8,147	0,000	Significant
LA -> TI	0,340	2,489	0,007	Significant
LA-> WE	0,423	5,644	0,000	Significant
WE-> TI	-0,076	0,410	0,341	Not Significant

Source : processed data 2023

To test the hypothesis of direct influence using statistical values obtained from tables greater than 0.05 then the hypothesis is accepted. For H1(p-value = 0.000) examined the connection between work engagement and job satisfaction. The results of the p-value of the relationship indicated significance and supported the hypothesis. H2 (p-value = 0.000) examined how learning agility affected employee engagement at work, and the findings were significant because the p-value < 0.005. Therefore the hypothesis is supported. H3 (p-value = 0.000) examined the relationship between job satisfaction and intention to leave, and the findings revealed significant with p-value of < 0.005. Therefore, the hypothesis is supported. H4 (p-value = 0.227) examines the influence of work engagement on turnover intention. But the connection between the variables p-value was not significant at p = 0.227, which is p > 0.005. Thus, the hypothesis is not supported. H5 (p-value=0.000) investigates the impact of learning agility on the intention to leave. This hypothesis is validated by the significant result (p < 0.005).

Discussion

This study aims to develop an understanding of the effect between job satisfaction and learning agility through the mediating effects of work engagement of salespeople in the automotive sector. The study found that satisfaction directly affects sales force engagement in the automotive sector. Company actions that pay attention to employee desires such as promotion opportunities and salaries will affect the performance of how employees carry out the challenges and tasks assigned on the job. This study align with (Bellani et al., 2018) study that job satisfaction predicts employee engagement. The results showed that satisfaction in communication and working conditions contributed significantly to encouraging employee engagement. On the other hand, (Arianti et al., 2020), in their research concluded that satisfaction with work, salary and coworkers has a significant positive effect on employee engagement.

Employees who do not have dexterity in learning will also affect engagement in their work. Employees having exceptional agility will possess unique abilities and capabilities that set them apart from other employees. Employees will involve themselves more in work. This research is consistent with research conducted by (Saputra, 2018), employees who have learning agility are more likely to be motivated and committed to their work, and they are also more likely to engage in it with excitement. The ability to learn new things, overcome complex problems and be able to build relationships will be a significant influence on employee enthusiasm in carrying out the tasks given by superiors.

Employees who have a high level of satisfaction will not abandon their careers in other companies. This study confirm the findings that job satisfaction has a negative influence on salespeople turnover intention in the automotive sector. However, there have been previous studies using health workers as research subjects (Amanda et al., 2021). Research has shown when job satisfaction decreases, it will increase employee turnover. (Kurniawaty et al., 2019) research found that job satisfaction was the main factor influencing Banking employees' intentions to leave.. Therefore, to reduce turnover intention needs to increase satisfaction, satisfaction and welfare to foster a love of work.

The study's findings indicated that work engagement had not had any effect on the intention to leave. Salespeople with high levels of engagement do not guarantee that they will become employees with high levels of loyalty. Not significant relationship because it's associated with the context of salespeople, in this case it will be different from other type of work, if research is carried out on other subject the result may be different. In contrast to the findings of the study carried out by (Park & Johnson, 2019), The intention of a health science teacher to leave was negatively correlated with both work engagement and job satisfaction. The less likely someone is to quit their work, the more satisfied and involved they are. In line with research conducted by (De Simone et al., 2018), has shown that work engagement has a direct negative influence on turnover intention of

nurse's voluntary. The ability to regulate one's behavioural emotions at work will increase job engagement because it will decrease the intention to leave the company.

Salespeople must have the ability to learn new things agilely and be able to demonstrate products to potential customers. The direct effect of learning agility on turnover intention is positive significant, meaning that salespeople who have a high level of agility, they would think of leaving the company. The study's findings indicate that the more learning agility skills salespeople possess, it will encourage thoughts of leaving the company because they will think why work with one company when they have the expertise.

Thus, this research can be an initial policy for conducting deeper research regarding the influence of learning agility on salespeople turnover, especially in the automotive sector. The novelty in this research is using salespeople as research subjects, which has not been done much previous research.

5. CONCLUSION

According to the results of the analysis that has been discussed, it can be concluded that learning agility has a positive and significant impact on work engagement, job satisfaction has a negative and significant impact on turnover intention, work engagement has a negative and insignificant impact on turnover intention, and job satisfaction directly has a positive and significant impact on job engagement. This conclusion applies to salespeople in the automotive industry. Work engagement does not mediate the relationship between job satisfaction and learning agility and the intention to leave a company.

Based on this research, organizations with work rhythms that require employees to be able to adapt to change should optimize their human resources to continue to be enthusiastic about learning. To increase willingness to learn, companies must consider the satisfaction of employees. The supervisor must also pay attention to their team members to give direction and be a good co-worker.

Based on this research, the following are the recommendations proposed from this research. Future researchers can pay more attention in creating questions for questionnaires, especially for the work engagement variable, because there is a possibility of incompatibility of questions which are the development of indicators for the case of this research.

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This research cannot be separated from limitations. Future research can use longitudinal study design to improve the picture of causal conclusions. Further research can use a qualitative approach through case studies to obtain more in-depth information and follow up with confirmatory analysis to validate its findings. Future research can add mediators to the research and examine their effect on current relationships, for example, the company's policy of determining sales force sales targets in the automotive sector that is deliberately given the threshold of the ability of new employees. Limitations in this study include the fact that employee engagement does not have a significant effect on turnover intention. The results of this study provide new insights and indicate that other factors that influence dependent variables need to be further investigated by creating new research models.

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