

# WORK SELF-EFFICACY AND TURNOVER INTENTION IN SALES

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## Abstract

Sales are an important component in a company that is not only in charge of selling products but also acts as the main intermediary between the company and customers. This role is often faced with job demands, such as achieving sales targets that can create high work pressure so that it can affect turnover intention. Under these circumstances, it is believed that the factor of work self-efficacy can play a role in reducing the likelihood of turnover intention. This research seeks to empirically investigate how work self-efficacy impacts turnover intention within the sales sector. Employing a quantitative methodology, the study utilizes a simple linear regression analysis approach. The scales applied in this research include TISCALE and WSES. Findings revealed a significant value of .001 ( $p \leq .01$ ), with a standard beta coefficient of -.314 and an R Square value of .098, indicating that work self-efficacy negatively and significantly influences turnover intention in sales. The empirical mean category for the work self-efficacy variable falls within the high range, while turnover intention is categorized as medium.

Keywords: Sales, Turnover Intention, Work Self-Efficacy

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## 1. Introduction

With the increasingly competitive industrial competition in Indonesia, the establishment of a company is undeniably closely related to the role of human resources. This is because HR is a determining factor in the success of an organization, given its capacity to be actively involved in carrying out tasks, and functions as planners, implementers, and the biggest contributor to the company's progress. Therefore, to thrive in a competitive market, it is meaningful if the company provides valuable human resources (Sari & Amri, 2018). In addition to recruiting the right HR, companies must also focus on developing and retaining employees to drive positive change to fulfill the company's vision and mission (Mokaya, 2013).

After emphasizing the importance of the role of HR in an organization, Suparman (2015) identified a fact that is in line with this perspective, namely that there is one particular sector in the company that can have a positive impact on productivity in an industry, namely sales. Sales are the main driver for the company because it has a significant impact on increasing product sales (Hardita, 2019). Febryan (2010) states more deeply about the importance of the role of sales in a business, where even the most sophisticated automation system will not be effective without being balanced with sales expertise to

effectively market the products it produces. In addition, sales act as company representatives who carry out various work activities, including prospecting, communicating, marketing, providing services, exploring customer needs, and building relationships with customers (Kotler, 2020). With these responsibilities, it is very clear that sales need to face high work demands to achieve the number of sales that have been made by the company.

After seeing the role and importance of sales in the company, sales need to achieve sales targets, and to achieve this, of course, high sales skills and hard work are needed (Astari & Sudibya, 2018). But achieving the goals set by the company is not an easy task for all sales, many of whom find it difficult, especially when chasing consumers and facing consumer responses that are not interested in the products offered (Sianturi & Primanita, 2022). In addition, the fluctuations in consumer interest that are always changing make it more difficult for most employees to achieve their goals, so this situation often results in sales feeling stressed and wanting to find another job in a different company. This is reinforced by Prawitasari (2016) that most sales face obstacles in achieving company goals, which ultimately leads to job dissatisfaction and causes a desire to leave the job.

Turnover intention refers to the deliberate consideration of an employee to seek alternative employment opportunities (Abdillah, 2012). The factors that cause employees to experience turnover intention include finance, family, desire to start their own business, continuing education, job security, coworkers, career, job satisfaction, and workload (Harvida & Wijaya, 2020). The intention to leave the sales role needs to be a concern because this position has a strategic role in the sales unit of each company which contributes directly to maintaining the continuity of the production wheel through achieving sales targets (Saputri et al., 2020). In addition, high turnover intention in sales can be a serious problem for the company so that it will have an impact on unstable labor conditions and increased wage costs to maintain these sales, this can pose a significant challenge for the company if it loses experienced salespeople in achieving sales targets which ultimately reduces company efficiency and productivity (Trisnawati & Wiwoho, 2024). Therefore, it is very important for management to know the reasons behind the causes of turnover intention and determine effective solutions so that these trends can be suppressed.

Based on the results of interviews conducted with sales from company B, it was found that the occurrence of turnover intention was triggered by the acquisition of salaries that were not proportional to the work demands given, and working time that often exceeded normal working hours so that sales felt excessive physical and emotional fatigue due to work pressure and thought about looking for work in other companies.

Turnover intention among sales often occurs due to a mismatch between the salary received and the high work demands, and employees expect a higher salary to match the energy and thoughts spent. In addition, the existence of social environmental factors also affects turnover intention in sales caused by emotional fatigue, because sales are always faced by consumers with diverse personalities, and must accept various forms of rejection, given the insistence of work that is always related to the acquisition of targets. Then, in the sales department employees receive considerable responsibility with quite a lot of tasks, as well as high pressure. So, if sales cannot complete the sales target, the risk of being fired is also very high (Ilona & Prabowo, 2013; Kurniawan & Putra, 2019; Kurnia et al., 2019).

Thus, after seeing the picture of sales who are not satisfied with high task demands and have an impact on employee turnover intention, this certainly makes the company look ineffective. Therefore, companies need to find solutions to deal with turnover intention in employees, one of which is by increasing work self-efficacy (Hastuti & Wijono, 2023). Work self-efficacy is a personal attribute that is of major concern in organizations because it plays a major role in achieving work-related success (Bakker Van Woerkom, 2017). The beliefs that a person has can be a support in resisting various conditions that arise (Siregar, 2020). Bakker and Van Wingerden (2021) emphasized that people with work self-efficacy tend to believe that they can adequately defend themselves, are able to overcome unexpected events, can withstand difficulties and challenges, and failures. Sarafino (2014) reveals that employees who have high self-efficacy tend to have lower psychological stress when faced with stressful situations and have a positive impact on reducing individual desires to leave work, where the greater the individual's confidence in their ability to work, the less desire to move or leave the organization (Gangloff, 2017).

A study by Huda, Dalimunthe, and Silalahi (2022) demonstrated a positive and significant relationship between self-efficacy and the intention to remain among employees of PT. X. This indicates that as employees' confidence in their abilities increases, their desire to leave the organization decreases. Furthermore, Cahyadi (2022) found that self-efficacy significantly influences turnover intention, suggesting that individuals with higher self-efficacy are more likely to perceive challenging tasks as opportunities to tackle rather than threats to evade. This is exemplified in the marketing department, where employees with greater self-efficacy believe they can effectively complete their tasks and easily achieve company goals

Examining the phenomena associated with achieving sales targets set by the company reveals distinct differences in the experiences of each salesperson and the resulting effects on various factors, particularly the organization itself. Therefore, it is important for sales to know the right handling in

dealing with a problem related to turnover intention. Considering this overview, the researcher seeks to investigate the potential impact of work self-efficacy on turnover intention among sales personnel.

## 2. Methodology

In this study, the researchers used quantitative methods. The population in this study consisted entirely of sales workers, and the sample determination used purposive sampling technique. Sample characteristics are sales with permanent employee status and aged between 20-40 years. The data collection technique uses content validity, which included the subject's identity, work self-efficacy scale, and turnover intention scale.

The turnover intention measurement scale adapted the turnover intention scale (TISCALE) from English to Indonesian developed by Dwivedi (2015) based on dimensions according to Mobley (1978) which are intention to quit, intention search for alternatives, and thinking of quitting. The turnover intention scale consists of 6 favorable items, with a reliability value of 0.821. Furthermore, the work self-efficacy measurement scale of researchers modified the work self-efficacy scale (WSES) from Spanish to Indonesian based on the dimensions according to Pepe, Farnese, Avalone and Vecchione (2010), namely relational willingness, and commitment which amounted to 10 favorable items, with a reliability of 0.869.

The data analysis technique for this study was a simple linear regression test designed to determine if there is an effect between work self-efficacy and turnover intention in sales using SPSS version 25.

## 3. Results

Researchers collected data by distributing directly and through google form. From the distribution of this questionnaire, a total of 100 respondents were collected. The data collected were then selected to ensure the completeness and suitability of the answers, as well as the validity of the data based on the criteria set by the researcher before further analysis.

Table 1. Respondent Overview

Category	Details	Frequency	Percentage (%)
Gender	Men	58	58%
	Women	42	42%
Last Education	High School	50	50%
	D3	26	26%
Age	S1	24	24%
	20-30 years	62	62%
	31-40 years	33	33%
	Over 40 years	5	5%
Length of Service	1-2 years	39	39%
	3-5 years	37	37%
	More than 5 years	24	24%
Job Position	Staff	72	72%
	Supervisor	16	16%
	Manager	12	12%

Category	Details	Frequency	Percentage (%)
Marital Status	Married	44	44%
	Unmarried	56	56%
Monthly Income	Less than 3 million	22	22%
	3-5 million	47	47%
	5-10 million	25	25%
	More than 10 million	6	6%
Total Respondents		100	100%

Then, in this study, testing the discrimination power of items with corrected aitem total correlation with a minimum limit of .30 (Azwar, 2012). Based on this test on the turnover intention scale, there are 6 items stated to meet the criteria ranging from .325 to .718 ( $r_{iX} \geq .30$ ) with a Cronbach's Alpha of .821, while for the work self-efficacy scale there are 10 items stated to meet the criteria ranging from .506 to .664 with a Cronbach's Alpha of .869.

Referring to the research hypothesis proposed earlier to determine the effect between the independent and dependent variables, there is one approach that requires the data used to meet the criteria for normality and linearity. The results of the normality and linearity tests are presented as follows:

Table 2. Normality Test

	Kolmogorov-Smirnov <sup>a</sup> (sig)	Description
Monte Carlo Sig. (2-tailed)	.120	Normally Distributed

The Monte Carlo normality test results are obtained from the table above with a significant value of  $.265 > 0.05$  ( $p \geq .05$ ). This means that the significance of value in the Monte Carlo test has met the requirements of the normality test because the data is normally distributed.

Table 3. Linearity Test

	Model	Sum of Square	df	Mean Square	F	Sig.
1	Regression	92.585	1	92.585	10.689	.001 <sup>b</sup>
	Residual	848.855	98	8.662		
	Total	941.440	99			

The linearity test was performed to assess whether a linear relationship exists between the two research variables. If the significance value is  $p \leq .05$ , the data can be considered linear. In this study, the linearity test yielded a significance value of 0.001 ( $p \leq .01$ ) with an F value of 10.689. These results indicate that work self-efficacy has a linear effect on turnover intention among sales employees.

Table 4. Hypothesis Test

Variabel	R Square	Standardized Beta Coefficient	Sig
Work Self-Efficacy on Turnover intention	.098	-.314	.001

Based on the results above, the proposed hypothesis regarding the influence of work self-efficacy on turnover intention in sales is accepted. The analysis yielded a significance value of .001 ( $p \leq .01$ ), a standard beta coefficient of -.314, and an R Square value of .098. These findings indicate that work self-

efficacy has a significant negative effect on turnover intention in sales. In other words, the higher a salesperson's work self-efficacy, the lower their intention to leave the company.

The results of the analysis of the empirical mean values on the two variables are summarized in the following table:

Table 5. Empirical mean

Variables	ME	MH	SDH	Category
Work Self-Efficacy	32,53	25	5	High
Turnover Intention	16,16	15	3	Medium

#### 4. Discussion

The analysis yielded an F value of 10.689, a significance value of .001 ( $p \leq .01$ ), a standard beta coefficient of - .314, and an R Square value of .098. These results confirm that the proposed hypothesis is accepted, indicating that work self-efficacy negatively and significantly influences turnover intention in sales by 9,8%. In other words, the higher a salesperson's self-efficacy, the lower their intention to leave the company. This is because individuals with strong self-efficacy feel more capable of handling their tasks and fulfilling their responsibilities, reducing the likelihood of seeking alternative employment.

This finding is in line with research by De Simone, Planta, and Cicotto (2018) showing that self-efficacy has a significant negative effect on turnover intention in nurses, indicating that employees with higher levels of self-efficacy tend to have healthier mental and physical conditions, accompanied by strong achievement motivation that can help reduce feelings of hopelessness, so that the intention to leave the company becomes lower. In addition, Ramadhoani (2020) revealed that self-efficacy has a significant negative effect on exit intention, which means that the higher the employee's belief in himself, the lower his desire to make a turnover intention, because the location of employees with civil servant status is better.

Furthermore, the empirical mean analysis of the two research variables revealed an empirical mean of 32.53 for the work self-efficacy scale and 16.16 for the turnover intention scale. These values indicate that the level of work self-efficacy falls into the high category, while turnover intention is classified as moderate. This indicates that sales who have high confidence in completing job goals can reduce the desire of sales employees to leave work.

First, the descriptive analysis by gender reveals that women exhibit a higher level of turnover intention compared to men. Miller and Wheeler (1992) revealed that female employees have twice the desire to experience turnover intention than men in doing the same job, this is because women do not feel comfortable and unsupportive environment (Hartini, 2024). Thus, it is known that the work self-efficacy of men is higher than that of women. This is reinforced by Muhangi (2017) that men have stronger self-

efficacy at work than women. Second, the descriptive analysis of education indicates that respondents with a high school education have the highest turnover intention rate compared to those with D3 and S1 degrees. Hermawan (2017) found that employees who have a high school / vocational school education have a high potential to leave the company due to the mismatch between the work they do and the expectations they have. Next, it is known that work self-efficacy with an S1 education is higher than D3, and SMA, this is revealed by Idrus (2014) that based on educational background, employees who have a Strata 1 and Strata 2 education have higher confidence in working than employees with the last Diploma and SMA education.

Third, the descriptive age analysis reveals that individuals aged 20-30 years have the highest turnover intention rate among others, this finding is reinforced by Logan (2007) that employees aged 20-30 years tend to have a desire to explore new things and are interested in finding jobs with higher income opportunities. In addition, it is known that employees aged 31-40 years have a higher work self-efficacy compared to employees aged 20-30 years, and aged > 40 years. Gulo and Widayati (2020) stated that employees aged 31-40 years tend to be confident in completing their duties due to more mature work experience and can adapt to existing updates. Fourth, the findings from the descriptive analysis indicate that employees with a length of service for 1-2 years have a higher exit intention compared to employees with 3-5 years of service and >5 years of service. According to Kartika (2010), turnover intention tends to be higher in employees with an earlier working period than in employees with a longer working period, this is due to the difficulties faced by employees in carrying out tasks, adjusting to the environment, and working conditions during the first years of work. Then, on the work self-efficacy scale, it is known that respondents with more than 5 years of service have the highest level of work self-efficacy, Shanty, Uktutias, and Muhadi (2021) reveal the fact that the longer employees work, the higher the level of self-efficacy at work based on the knowledge and skills they have.

Fifth, the descriptive analysis results indicate that, based on job position, respondents' turnover intention levels vary, respondents with staff positions had the highest turnover intention compared to other positions above. Lua and Kristianingsih (2022) explained that sales staff find it difficult to concentrate at work and feel unable to work optimally so that the desire to leave the company is quite high. On the work self-efficacy scale, it is known that the supervisor position gets the highest score, this is explained by Sonjaya and Mubarak (2017) that the existence of experience at work, communicative and leadership spirit makes the supervisor's self-efficacy increase. Sixth, the descriptive analysis result of marital status, that unmarried respondents have a higher intention to leave work than respondents who are married, this statement is supported by Angraeni and Perdhana, (2016) best married employees have more

responsibilities in meeting the needs of their family's life, so they will think more if the employee wants to leave his job. Then, it is known that married employees have higher self-efficacy at work than unmarried employees. These findings are supported by Agustina and Rozali (2022) pointed out that married employees have greater self-efficacy than unmarried or single parent status, this is due to the emotional support of a partner that allows employees to solve problems together.

Finally, from the descriptive analysis, it can be seen that respondents with monthly income, these results obtained that respondents with monthly income < 3 million experienced the highest turnover intention, this was revealed by Nurfahrani and Armaniah (2023) that employees who want to leave work in other companies are better this is due to the income and compensation received not in accordance with their needs. In addition, it was found respondents with a monthly income of >10 million had the highest work self-efficacy. This is emphasized by Maharani and Mujiasih (2020) employee income is one of the factors influencing self-efficacy at work, where a higher salary corresponds to increased self-efficacy.

## 5. Conclusion

Based on the research results obtained, it can be concluded that the hypothesis of this study is accepted, work self-efficacy has an influence of 9.8% on turnover intention in sales. The empirical mean of work self-efficacy demographically respondents are in the high category with the characteristics of male, last education S1, aged >40 years, length of work >5 years, supervisor position, married, and monthly income > 10 million. Meanwhile, the empirical mean of turnover intention demographically respondents are in the medium category with female characteristics, the last education is high school, aged 20-30 years, length of work 1-2 years, staff position, unmarried, and monthly income < 3 million.

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