Impact of Leader-Member Exchange on Quitting Intention among Sales Promotion Staff in Surakarta City

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Abstract— An organization based on marketing, sales hospitality is one of the spearheads of the company, so human resources play an important role. Valentin (2015) states that human resources are a factor that shows competitive advantage. The purpose of this study was to determine and analyze the effect of LMX, job satisfaction and communication on interest in quitting work based on gender. This research is a descriptive quantitative study with a population of SPB and SPG in the Surakarta City area with 250 respondents as the sample. Data collection was carried out by distributing questionnaires to obtain data about LMX, job satisfaction, communication and interest in quitting work. The results of the analysis conducted show that there is a positive and significant relationship between LMX on job satisfaction, communication and interest in quitting work. From the results of the analysis it is also shown that there is a positive and significant relationship between job satisfaction and communication on the interest in quitting work. Gender differences also have a positive and significant effect in influencing the relationship between work tendency and communication on interest in quitting work.

Keywords— LMX, job satisfaction, communication, and interest in quitting work.

1. Introduction

Marketing strategies that exist today are more likely to take a personal approach to consumers. One form of personal approach taken by the company is to use a Sales Promotion Girl (SPG) or Sales Promotion Boy (SPB) the ability to approach persuasively and provide a personal touch which is expected to boost sales. An organization based on marketing, sales hospitality is one of the spearheads of the company, so human resources play an important role. (Valentin, 2015 revealed that human resources are a factor that shows a competitive advantage. Turnover has more adverse impacts on the organization. Turnover is generally preceded by the intention to quit. Intention to quit is defined by (Luke et al, 2015) as the desire to leave employees in an ongoing manner. Volunteers from their jobs. This desire to leave is important in explaining the real action of leaving an employee’s job (Nyoman & Wayan, 2015).

According to (Luke et al, 2015), (Nyoman & Wayan, 2015) and (Mujahid & Mukhaer, 2015) intention to quit, influenced by the Leader Member Exchange, mediated by job satisfaction and communication, age has no effect on the desire to move away from employees but gender and marital status influence reluctance to move.

Phenomenon as seen at this time in the Leader Member Exchange, especially those who have closeness and closeness to the leadership affects the job satisfaction felt by SPG and SPB and increases the interest to stop working, the same is seen in the quality of communication at SPB and SPG which are close to leadership and not close to the leadership. Intention to quit, will be more pronounced in SPG and SPB who have poor communication with superiors. The purpose of this study was to analyze and examine the relationship between variables that affect SPB and SPG on the intention to quit.

2. Literature Rieview

A. Leader-Member Exchange (LMX)

Leader-member exchange theory (LMX, Leader Member Exchange) describes the process of creating roles between leaders and subordinates as well as exchange relationships that develop over time (Mohammed, 2017). LMX focuses on the dyadic (two-way) relationship between the leader and each of his followers, which is an exchange relationship that aims to increase
organizational success by creating a positive relationship between the leader and his followers (Cheh-peng & Hua, 2004).

A good relationship between leaders and good subordinates will increase job satisfaction. LMX focuses on a dyadic (two-way) relationship between the leader and each of his followers which is an exchange relationship that aims to increase organizational success by creating a positive relationship between the leader and his followers (Cheh-peng & Hua, 2004) based on the above statement, it can be formulated hypothesis as follows:

**H1:** There is an influence of Leader Member Exchange on Job Satisfaction of SPG / SPB in Surakarta City

**H2:** There is an effect of Leader Member Exchange on the Communication Quality of SPG / SPB in Surakarta City

**H3:** There is an influence of Leader Member Exchange on Intention to Quit SPG / SPB in Surakarta City

**B. Job Satisfaction**

Job satisfaction is a personality dimension which explains that individuals behave influenced by expectations about themselves (Heywood, et. al., 2016) which states that job satisfaction is a picture of individual beliefs about the determinants of their behavior. According to (Rana, et. al., 2011), there are four aspects that underlie job satisfaction, namely potential behavior, expectations, P-value reinforcement elements and psychological atmosphere. (Mujahid & Mukhaer, 2015) explained that the intention to quit work or intention to quit is the stopping of an employee from a company or organization and moving to another company or organization of his own accord. This is influenced by the level of job satisfaction felt by each core individual, so the fourth hypothesis in this study is:

**H4:** There is an effect of Job Satisfaction on Intention to Quit SPG / SPB in Surakarta

**C. Quality of Communication**

(Said, et. al., 2017) stated that communication questions how to direct power and potential to work towards the specified goals. (Pamela, 2015) states that communication refers to a process of influencing individual choices for various forms of desired activity. Good communication will facilitate the resolution of conflicts that may arise. (Sara, et. al., 2017) argues that communication includes the direction or purpose of behavior, the strength of the response, and the persistence of behavior. From the results of this study, a hypothesis can be stated, namely:

**H5:** There is an influence of the Quality of Communication on Intention to Quit SPG / SPB in Surakarta.

**D. Gender**

In doing a job, there are external and internal factors in an employee, these two factors also have an influence and become a consideration for the employee when making a choice to stay or stop working. Intention to quit, which is something that an employee wants to stop working from the previous company (Nyoman and Wayan, 2015). Gender is also a consideration for an employee in deciding to quit. It is easier for female employees to decide to quit work than male employees.

**H6:** There are differences in gender factors on Intention to Quit SPG / SPB in Surakarta.

**E. Intention To Quit**

(Luke et. al., 2015) defines turnover intention as an individual's desire to leave the company and look for other work alternatives. Turnover intention is something that an employee wants to move to the company where they worked before (Nyoman & Wayan, 2015).

The framework is used to make it easier for researchers to analyze the problems taken (Moleong, 2007: 47). The framework in this study is as follows:
The research framework used in this study is an adoption of previous research conducted by (Luke., et. al., 2018); (Muhammed, 2017); (ShuSien., et. al., 2017), (Maria, et. al., 2015); and (Ghulam, et. al., 2015). The decision to stop working is a choice that employees often make because of their gender. Intention to quit is influenced by job satisfaction, communication quality and leader member exchange. Job satisfaction and job quality factors can weaken or strengthen the relationship between LMX and the desire to stop working.

3. Methodology

The research location was conducted in the city of Surakarta and is a quantitative research. The data collection technique used in this research is by means of a questionnaire, which is a data collection technique that is done by giving a set of questions or written statements to the respondent to answer. To test the effect of the independent variables (LMX) on the intervening variables (communication and job satisfaction) and the moderating variables (Gender) on the dependent variable (Intention to quit). Respondents in this study amounted to 250 SPG / SPB in the city of Surakarta. Data analysis was performed using linear regression with PLS version 2 software tools.

4. Result and Discussion

A. Description of Respondents

Respondents in this study were all train and bus transportation users who were taken randomly (simple random sample). The descriptions of respondents in this study are as follows:

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Group</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>98</td>
<td>39.20</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>152</td>
<td>60.80</td>
</tr>
<tr>
<td>Age</td>
<td>&lt;21 years</td>
<td>95</td>
<td>38.00</td>
</tr>
<tr>
<td></td>
<td>21-26 years</td>
<td>102</td>
<td>40.80</td>
</tr>
<tr>
<td></td>
<td>&gt;= 26 years</td>
<td>53</td>
<td>21.20</td>
</tr>
<tr>
<td>Marital status</td>
<td>Married</td>
<td>63</td>
<td>25.20</td>
</tr>
<tr>
<td></td>
<td>Single</td>
<td>187</td>
<td>74.80</td>
</tr>
</tbody>
</table>

Source: Primary data processed, 2020

B. Validity and Reliability Test

In this study, there are 6 variables with 32 statement indicators. Convergent validity is obtained if two different instruments measuring the same construct have a high correlation. According to Ghozali (2008), an indicator is considered valid if it has a correlation value above 0.7. However, the loading value of 0.5 to 0.6 is still acceptable with average variance extracted (AVE)>0.5 and communality>0.5. The results of the questionnaire validity analysis using the Loading factor and the Average Variance Extracted show that the AVE value of all variables is greater than 0.50, so that all variables in this study are valid.
C. Hypothesis Testing

Based on the original sample values and t-statistics, the value of the path coefficients can be seen in table 2.

| Variable                      | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | Standard Error (STERR) | T Statistics (|O/STERR|) |
|-------------------------------|---------------------|----------------|---------------------------|------------------------|------------------|
| LMX => Interest Stopped       | 1,1351              | 1,1413         | 1,3331                    | 1,3331                 | 4,5133           |
| LMX => Satisfaction           | 2,8935              | 1,9631         | 0,9853                    | 1,8963                 | 3,8521           |
| LMX => communication          | 3,1893              | 1,8532         | 1,0125                    | 1,2563                 | 4,0103           |
| Satisfaction => Interest Stopped | 1,3315              | 1,3351         | 1,3441                    | 1,3441                 | 4,5151           |
| Communication => Interest Stopped | 3,5869              | 1,1155         | 1,3514                    | 1,3514                 | 3,5555           |
| Gender => Interest Stopped    | 1,4345              | 1,4435         | 1,3451                    | 1,3451                 | 4,4311           |

Source: PLS 2.0

1. Result of LMX Influence Test on Job Satisfaction
The results of testing the first hypothesis indicate that the relationship between the LMX variable on job satisfaction shows the path coefficient value of 2.8935 with a t value of 3.8521 which is greater than t table (1.651) which indicates that the direction of the relationship between service quality and satisfaction is positive and significant because the t statistical value is greater than t table. This is in accordance with the first hypothesis, so it can be said that H1 is supported.

2. The results of the LMX influence test on communication
The results of testing the second hypothesis indicate that the relationship between LMX and communication is significant with a t-statistic of 4.0104 (> 1.651). This means that LMX has a positive and significant relationship to communication. This is in accordance with the fifth hypothesis, so it can be said that H2 is supported.

3. Results of the LMX effect test on quitting interest
The results of testing the third hypothesis show that the relationship between the LMX variable and the interest in stopping shows the path coefficient value of 1.1351 with a t value of 4.5133, which means it is greater than the t table value (1.651). This is in accordance with the second hypothesis, so it can be said that H3 is supported.

4. The results of the test on the effect of job satisfaction on stopping interest
The results of testing the fourth hypothesis indicate that the relationship between job satisfaction and interest in quitting is significant with a t-statistic of 4.5151 (> 1.651). The original sample estimate value is positive, which is 1.3315. This means that job satisfaction has a positive and significant relationship with interest in quitting work. This is in accordance with the fourth hypothesis, so it can be said that H4 is supported.

5. The results of the test on the influence of communication on stopping interest
The results of testing the fifth hypothesis indicate that the relationship between communication and interest in stopping is significant with a t-statistic of 3.5555 (> 1.651). The original sample estimate value is positive, which is 3.5869. This means that communication has a positive and significant relationship with interest in quitting work. This is in accordance with the fifth hypothesis, so it can be said that H5 is supported.

6. Gender test results on the effect of job satisfaction and communication with stopping interest
The test results show that gender has an influence on the relationship between job satisfaction and communication on the interest in quitting work. This relationship is significant with a t-statistic of 4.4311 (> 1.651). The original sample estimate value is positive, which is 1.4345 which indicates that the direction of sex relations in influencing work and communication work is positive and significant.
5. Conclusion

The results of the analysis conducted show that there is a positive and significant relationship between LMX on job satisfaction, communication and interest in quitting work. From the results of the analysis it is also shown that there is a positive and significant relationship between job satisfaction and communication on the interest in quitting work. Gender differences also have a positive and significant effect in influencing the relationship between work papacy and communication on interest in quitting work.

References