

# Program pengembangan manajemen pemasaran untuk perbaikan pemeliharaan loyalitas kerja manajer pemasaran di PT XYZ = The implementation of individual development programs to improve marketing managers' retention at PT XYZ

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## Abstrak

Consumer goods companies are facing a challenge in retaining managerial marketing talent, as the business environment provides a limited pool of qualified marketing managers. PT XYZ during the past several years has experienced an increasing attrition rate of marketing managers, of which will result in serious management problems in the near future, if Management does not take action to overcome future leaving of these indispensable employees.

PT XYZ has taken initiative to conduct a recent survey to understand the cause of the problem, and gain findings on what motivates consumer goods companies' marketing managers to stay with their employer. Besides that, has looked again at the result of the latest hi-annual employee satisfaction survey, and recent exit an interview of marketing managers. The findings of these studies point out that marketing manager's motivation to stay with an employer, and their decision to move to other companies are driven by motivators as elaborated in the Hygiene-Motivators Theory by F. Herzberg, that lead to the fulfillment of self actualization and esteem needs in The Hierarchy of Needs by A. Maslow. The findings specifically point out that in the case of PT XYZ, the most important factors in staying with the company are; career advancement opportunities, learning and development opportunities, a job that is relevant to their own interest, desire and capability, in which a Superior who is supportive and capable becomes a key factor.

Therefore, in order to ensure improvement in retaining Marketing Managers, Management needs to implement human resources systems that enable building commitment of each Superior in giving the necessary guidance and feedback to their subordinates, especially because the company does not apply standard operating procedures and work processes. In line with this, this report suggests the design and implementation of Individual Development Programs for each Marketing Manager. It is imperative that Superiors of Marketing Managers take ownership of their subordinate's Individual Development Program, and Human Resources Department take the role in facilitating the program.