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**MEDIATING ROLE OF JOB SATISFACTION IN THE  
RELATIONSHIP BETWEEN SELF-EFFICACY AND TURNOVER  
INTENTION  
(CASE STUDY: RS YOS SUDARSO, PADANG)**

**THESIS**



**MUHAMMAD HARITS  
06152163**

**JURUSAN MANAJEMEN  
FAKULTAS EKONOMI  
UNIVERSITAS ANDALAS  
PADANG  
2011**

**LETTER OF THESIS APPROVAL**

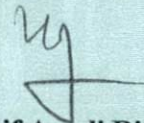
Herewith, Dean of faculty of Economics of Andalas University, Head of Department, and Thesis Supervisor, stated:

Name : **Muhammad Harits**  
Student Number : **06 152 163**  
Degree : **Bachelor (S1)**  
Department : **Management**  
Concentration : **Strategic Management**  
Thesis Title : **Mediating Role of Job Satisfaction in the  
Relationship between Self-efficacy and  
Turnover Intention (Case Study: RS Yos  
Sudarso, Padang)**

Has already passed thesis seminar of Department of Management on January 17<sup>th</sup>, 2011 based on procedures and regulations, which prevail in the Faculty of Economics.

Padang, January 31<sup>st</sup>, 2011

**Thesis Supervisor,**



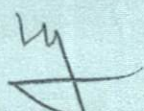
**Dr. Harif Amali Rivai, SE, M.Si**  
**NIP. 197102211997011001**

**Approved by,**

**Dean of Faculty of Economics,**

**Head of Department,**

**Dr. H. Syafruddin Karimi, SE.MA**  
**NIP. 195410091980121001**



**Dr. Harif Amali Rivai, SE, M.Si**  
**NIP. 197102211997011001**



No. Alumni Universitas :	<b>Muhammad Harits</b>	No. Alumni Fakultas :
--------------------------	------------------------	-----------------------

**a)** Tempat / Tanggal Lahir : Bukittinggi/ 22 Mei 1989 **b)** Nama Orang Tua : Erfiswan dan Ernawati **c)** Fakultas : Ekonomi **d)** Jurusan : Manajemen **e)** No.BP : 06152163 **f)** Tanggal Lulus : 17 Januari 2011 **g)** Predikat Lulus : Sangat Memuaskan **h)** IPK : 3,02 **i)** Lama Studi : 4 tahun,5 bulan **j)** Alamat Orang Tua : Ikur Koto No. 40 RT III/RW I Koto Panjang Ikur Koto-Koto Tengah, Padang

## MEDIATING ROLE OF JOB SATISFACTION IN THE RELATIONSHIP BETWEEN SELF-EFFICACY AND TURNOVER INTENTION (Case Study: RS Yos Sudarso, Padang)

*Skripsi Si Oleh : Muhammad Harits*  
Pembimbing : Dr. Harif Amali Rivai, SE, M.Si


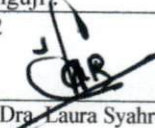
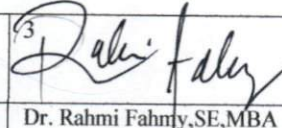
### ABSTRACT

Employee turnover is a significant issue in any organization. Turnover intention can be described as one's behavioral intention to quit. Intention to leave refers to individuals' perceived likelihood that they will be staying or leaving the employer organization. This research investigates the mediating role of job satisfaction in the relationship between self-efficacy and turnover intention. The objective of this research is to identify the mediating role of job satisfaction in the relationship between self-efficacy and turnover intention of nurses who work for private hospital in Padang. The total of 90 respondents in RS Yos Sudarso, Padang were surveyed in this research. The findings have some interesting results. The findings indicate that self-efficacy has a direct relationship with turnover intention and job satisfaction, but job satisfaction has no direct relationship with turnover intention and can not mediate the relationship between self-efficacy and turnover intention.

*Keywords: self-efficacy, job satisfaction, turnover intention*


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Abstrak ini telah disetujui oleh pembimbing dan penguji :

Tanda Tangan	1 	2 	3 
Nama Terang	Dr. Harif Amali Rivai, SE, M.Si	Dra. Laura Syahrul, MBA	Dr. Rahmi Fahmy, SE, MBA

Mengetahui,  
Ketua Jurusan Manajemen

Dr. Harif Amali Rivai, SE, M.Si  
NIP. 19710221 199701 1 001

  
Tanda Tangan

Alumnus telah mendaftar ke Fakultas / Universitas dan mendapat Nomor Alumnus :

	Petugas Fakultas / Universitas	
No. Alumni Fakultas :	Nama	Tanda Tangan
No. Alumni Universitas :	Nama	Tanda Tangan

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# CHAPTER I

## INTRODUCTION

### 1.1 Background to the Research

Employee turnover is a significant issue in any organization. Turnover intention can be described as one's behavioral intention to quit. According to Bigliardi, Petroni and Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization.

Performance of one organization is really determined by conditions and behaviors of its employees. A good performance of the organization might be disturb or even impacted by behaviors of a certain persons. One of those behaviors in which organization attempt to avoid is employee turnover or intention to leave the organization. Turnover is really ineffective behavior that can affect organization. The higher the turnover levels of employee within an organization, the higher a potential cost addition for that organization, for example, training cost that the organization spent for those employees, and recruitment and training cost for new employees.

In a certain case, turnover is needed by the organization, especially for employees with a poor performance (Hollenbeck and Williams, 1986), but the organization has to manage the level of the turnover, so the organization still has a chance to get some benefits from employees's performance improvement.

Turnover intention is a complex phenomenon that depends on various factors. Growing body of research on employee turnover behavior indicates that

age, job satisfaction, tenure, job image, met expectations, organizational commitment are consistently related to turnover intentions and the actual turnover (e.g. Arnold and Feldman, 1982; Wotruba and Tyagi, 1991; Brodie, 1995).

Among various factors influencing the intentions of a person to quit the job, job satisfaction has been found to be most influential. Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Job satisfaction can be used to predict turnover. According to Milkovich and Boudreau (1997), a study of Singapore accounts found that job satisfaction is the main predictor of turnover intention.

Cotton and Tuttle (1986) identified three categories of causes of employee turnover:

- (1) work-related factors (for example, job satisfaction, pay, performance, organizational commitment);
- (2) individual factors (for example, age, education, sex, job tenure); and
- (3) external factors (for example, unemployment rates, employment perceptions, union presence).

In order for an organization to be successful, it must continuously ensure the satisfactorily of their employees (Berry, 1997). Organization with more satisfied employees tends to be more effective (Robbins & Judge, 2007), besides, happy workers are more likely to be a productive worker. Man power in an organization is the most important asset or resource to enable organization to do their business. Without human resource, the organization will not be able to

implement the developed business plan and retaining them has become a challenge to organizational management because of varied employee needs.

The most studied reason of turnover intention was job satisfaction. Most researchers agree that job satisfaction refers to the feelings one has about one's job (Locke, 1976; Robbins and Coulter, 1996). Furthermore, numerous western studies have generally supported a negative relationship between job satisfaction and employee turnover (Griffeth et al., 2000; Kinicki et al., 2002; Price, 1977, 2001), although in some cases it is not strongly related (Mobley et al., 1979; Wong et al., 2001).

There are many factors that can affect employees' job satisfaction, the current study is intended to examine the effect of self-efficacy on employees' job satisfaction. Judge et al. (1997) argued that generalized self-efficacy should affect job satisfaction through its association with practical success on the job. Because individuals with high self-efficacy deal more effectively with difficulties and persist in the face of failure (Gist & Mitchell, 1992), they are more likely to attain valued outcomes and thus derive satisfaction from their jobs.

According to Bandura (1997), "perceived self-efficacy refers to beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments". The perceived self efficacy levels of individuals will influence several things including: the courses of action chosen, how much effort they will put forth in given situations, how long they will persevere in the face of difficulties and failures, their resilience to adversity, whether their thought patterns are self-hindering or self-aiding, how much stress and depression they

experience in coping with environmental demands, and the level of accomplishments they realize (Bandura, 1997).

In other words, persons with strong efficacy beliefs are more confident in their capacity to execute a behavior. Beliefs about self-efficacy have a significant impact on our goals and accomplishments by influencing personal choice, motivation, and our patterns and emotional reactions.

Perceived self-efficacy also affects how successfully goals are accomplished by influencing the level of effort and persistence a person will demonstrate in the face of obstacles. That is, the stronger the perceived self-efficacy, the more active our efforts. Higher self-efficacy is also associated with more persistence, a trait that allows us to gain corrective experiences that reinforce our sense of self-efficacy (Bandura, 1977).

Judge and Bono (2001) have done research about the relationship of core self-evaluation traits – self-esteem, generalized self-efficacy, locus of control, and emotional stability – with job satisfaction and job performance, they find out that self-esteem, locus of control, neuroticism, and generalized self-efficacy are significant predictors of both job satisfaction and job performance. Judge et al. (1997) argued that generalized self-efficacy should affect job satisfaction through its association with practical success on the job. Because individuals with high self-efficacy deal more effectively with difficulties and persist in the face of failure (Gist & Mitchell, 1992), they are more likely to attain valued outcomes and thus derive satisfaction from their jobs.

People with high self-efficacy in a task are more likely to make more of an effort, and persist longer, than those with low efficacy. The stronger the self-

efficacy or mastery expectations, the more active the efforts, and it can lead to the higher level of job satisfaction, because they have a self believe that they can do their job well. On the other hand, low self-efficacy provides an incentive to learn more about the subject. As a result, someone with a high self-efficacy may not prepare sufficiently for a task.

Singh and Loncar (2010) have done a research about pay satisfaction, job satisfaction and turnover intention of registered nurse in Canada. The main purpose of this study was to investigate the relationship among pay satisfaction, job satisfaction and turnover intention. The results show that while pay satisfaction affects turnover intent, job satisfaction may be a more crucial variable in terms of nurses' turnover intention. The results show, both pay satisfaction and job satisfaction influence turnover intention among nurses. It is thus important that all aspects of pay – level, structure, benefits and raises – be taken into considerations in dealing with this issue. This study further suggests, however, that increases in compensation alone may not be sufficient to decrease turnover.

In order for an organization to be successful, it must continuously ensure the satisfactorily of their employees. Organization with more satisfied employees tends to be more effective, besides, happy workers are more likely to be a productive worker, and have lower intention to quit their job.

Developing body of the literature noted that job satisfaction found as antecedent of turnover intention (Singh & Loncar, 2010). Other studies (Judge & Bono, 2001) supported that self-efficacy might affect job satisfaction, which in turn influences intention to quit of employees. Therefore, job satisfaction might

function as a mediating variable which mediates the relationship between self-efficacy and turnover intention.

The human resource is considered to be the most important resource in the health care system. The performance of the health care system is greatly influenced by the knowledge, skills and motivation of the human resource delivering the services. The quality and quantity of the health workforce determines to a great extent the success of a reformed health sector. Within the hospital setting, the same requirement exists. The quality of the services is influenced by the technical and managerial skills of the hospital team.

Nursing staffs in most medical institutions or private organizations in all corners of the world are probably the most undervalued staff members despite the fact that these are the people who take care of our loved ones around the clock when they are hospitalized. Many of the nurses even take on the responsibilities of the medical supervisors or the doctors in command, and this makes them a very important part of the medical system (International Council for Nurses, 2007; Koonar, 2008).

RS Yos Sudarso is a private hospital in Padang, West Sumatra. It has obtained a certificate "Terakreditasi Penuh" from Indonesian Ministry of Health. Nurse turnover in this hospital is actually quite high, this opinion supported by the officer of the hospital. Thus, make researcher interested doing this research, this research is purported to examine the mediating role of job satisfaction in the relationship between self-efficacy and turnover intention of nurses in RS Yos Sudarso, Padang.

## **1.2 Research Questions**

There are many studies on the relationship between self-efficacy and job satisfaction, job satisfaction and turnover intention and there is a possibility that job satisfaction as mediation between self-efficacy and turnover intention, yet some research have different outcome on the study. Personal understanding and perception about job satisfaction affect person's feels about whether they are satisfied with their job or not. Therefore, the research questions were designed as follows:

1. How does self-efficacy affect turnover intention of nurses who work for private hospital in Padang?
2. How does self-efficacy affect job satisfaction of nurses who work for private hospital in Padang?
3. How does job satisfaction affect turnover intention of nurses who work for private hospital in Padang?
4. Do job satisfaction has role in mediating the relationship between self-efficacy and turnover intention of nurses who work for private hospital in Padang?

## **1.3 Limitation of the Research**

Self-efficacy refers to beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments, the higher self-efficacy of person, the more satisfied they are with their job.

The role of Human Resource Management has been more significant and important in order to increase job satisfaction level of employees within an

organization. Job satisfaction will lead to a more dedicated person and decrease their intention to leave the organization.

This study is aiming at the examination of the relationship between self-efficacy and turnover intention mediated by job satisfaction. This research will be conducted in RS Yos Sudarso, Padang.

#### **1.4 Objectives of the Research**

With reference to the research problem, this study seeks to achieve the following objectives:

1. To identify the relationship between self-efficacy and turnover intention of nurses who work for private hospital in Padang?
2. To identify the relationship between self-efficacy and job satisfaction of nurses who work for private hospital in Padang?
3. To identify the relationship between job satisfaction and turnover intention of nurses who work for private hospital in Padang?
4. To identify the mediating role of job satisfaction in the relationship between self-efficacy and turnover intention of nurses who work for private hospital in Padang?

#### **1.5 Significance of the Research**

Employee turnover is a significant issue in any organization. Turnover intention can be described as one's behavioral intention to quit. According to Bigliardi, Petroni and Ivo Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization.

Turnover intention is a complex phenomenon that depends on various factors. Growing body of research on employee turnover behavior indicates that age, job satisfaction, tenure, job image, met expectations, organizational commitment are consistently related to turnover intentions and the actual turnover (e.g. Arnold and Feldman, 1982; Wotruba and Tyagi, 1991; Brodie, 1995).

Among various factors influencing the intentions of a person to quit the job, job satisfaction has been found to be most influential. Locke (1976) described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences".

Job satisfaction can be used to predict turnover. Hom and Kiniki (2001) also agreed on the motion that job satisfaction can be used to understand turnover process.

There are many factors that can affect employees' job satisfaction, here we would like to examine the effect of self-efficacy on employees' job satisfaction, Judge et al. (1997) argued that generalized self-efficacy should affect job satisfaction through its association with practical success on the job. Because individuals with high self-efficacy deal more effectively with difficulties and persist in the face of failure (Gist & Mitchell, 1992), they are more likely to attain valued outcomes and thus derive satisfaction from their jobs.

People with high self-efficacy in a task are more likely to make more of an effort, and persist longer, than those with low efficacy. The stronger the self-efficacy or mastery expectations, the more active the efforts. On the other hand, low self-efficacy provides an incentive to learn more about the subject. As a result, someone with a high self-efficacy may not prepare sufficiently for a task.

This research can give a contribution for the hospital to examine its nurses' job satisfaction and how it mediates the relationship between nurses' self-efficacy and their intention to leave the hospital, it can also measures whether job satisfaction affects their intention to leave the organization or not.

## CHAPTER II

### LITERATURE REVIEW

#### 2.1 Concept of Turnover Intention

Turnover intention is one's behavioral intention to quit. According to Bigliardi, Petroni and Dormio (2005) intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization. Employees with high withdrawal intentions from the organization subjectively assess that they will be leaving the organization in the near future (Mowday, *et al.*, 1982). Intention to depart from an occupation is a much more difficult decision than to leave the job (Blau, 2000).

Meanwhile Souza-Poza and Sousa-Poza (2007) in Masri (2009) defined 'intent to leave' as the reflection of the (subjective) probability that an individual will change his or job within a certain time period and is an immediate precursor to actual turnover. Johnsrud and Rosser (1999) in Masri (2009) and several studies found that researchers always used intention as a proxy for actual turnover because of difficulties to study it (Bluedorn, 1982; Lee & Mowday, 1987; Steers & Mowday, 1981). The validity of studying intentions in the workplace can be also be drawn from Sager's (1991) longitudinal study of sales people in which intention to quit has found to discriminate effectively between leavers and stayers.

Turnover is motivated by the dissatisfaction of the individual with some aspect of work environment (including job, co-workers or organization), or the organization with some aspect of the individual, such as poor performance or attendance (Bigliardi, Petroni & Ivo Dormino, 2005). The lost of employees in the

organization is regard as a negative index of organizational effectiveness (Staw, 1980). In addition, Carmeli (2005) study on social workers from health institutions found that organizational culture that provide challenging job, diminishes employee's absenteeism and withdrawal intentions from the occupations, job and organization.

Turnover intention is the final stage before the actual turnover takes place. Arnold and Feldman (1982) in Shore and Martin (1989) supported the idea that turnover intention is the final cognitive variable immediately preceding and having direct casual impact on turnover. Bigliardi, Petroni and Ivo Dormio (2005), indicated that turnover is motivated by the dissatisfaction of the individual with some aspect of the work environment (including the job, co-workers or organization), or the organization with some aspect of the individual, such as poor performance or attendance. Hence, an employee with high withdrawal intention to leave the organization might finally leave his / her occupation.

Mobley (1977) theorized the concept of voluntary employee turnover, which stressed the immediate links between job dissatisfaction and turnover. Price (1977) indicated demographic determinants and intervening variables that affect employee turnover. Steers and Mowday (1981) addressed the theory of employees eventually staying or quitting. The researchers found that organizational commitment, job satisfaction, and job involvement influence the employee's affective responses to the job, and affective responses influence the employee's desire and intention to stay or quit. The intention to stay or quit determines the subsequent behavior of staying or quitting. (Lee & Mitchell, 1994; Mobley, 1977; Price, 1977; Steers & Mowday, 1981).

Jenner and Taylor (2000) in Wang (2006) categorized voluntary turnover in the following four ways:

1. Outside factors: An employee leaves an organization for reasons unrelated to work, such as illness, moving out of town, or aspiring to other goals;
2. Functional turnover: Both employee and employer are willing to accept this kind of turnover. For example, someone may feel uncomfortable with an organizational culture and have poor performance;
3. Push factors: Employee is dissatisfied with work or the organizational leadership style, leading to unwanted turnover for the employer, because this employee may have outstanding performance; and
4. Pull of rivals: Competitors have better conditions to attract employees to leave the organization.

### **2.1.1 Reasons for Leaving**

Pearson (1991) said that it is difficult to find out reasons for voluntary leaving because it is usually motivated by personal reasons. Organizations also face difficulties to categorize and have invalid answers although the 'exit interview' was conducted. Pearson suggested a list of 'process' leading to termination of employment that provided by Bowey (1978) as shown below.

Reason for leaving:

1. Moving for higher earnings
2. Moving to advance career prospects
3. Attraction to alternative job opportunities
4. Leaving to avoid personal conflict
5. Management run-down of staff
6. Introduction crisis

7. Loss of unstable recruits
8. Pressure from shortage staff

Based on the reasons above, individuals' intention to quit might be influenced by higher pay. The promotion opportunities and work itself also affect the decision of workers to turnover. Salmon, Crew, Scanlon, Jang, Weber and Oakley (1999) supported this model by saying that pay and relationship with the supervisor are significantly higher as reasons to leave.

Branham (2005) also proposed seven hidden reasons that make employees leave an organization:

1. Job duties or workplace conditions were not anticipated;
2. There was a mismatch between job and person;
3. Too little coaching and feedback were provided;
4. There were too few growth and advancement opportunities;
5. The employee felt devalued and unrecognized;
6. The employee experienced stress from overwork and work-life imbalance;  
and
7. There was a loss of confidence in senior management.

### **2.1.2 Consequences of Turnover**

Employee turnover is costly from the view of the organization. Voluntary quits which represents an exodus of human capital investment from organizations Fair (1992) and the subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labor market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual

who quit John (2000). Addition to these replacement costs, output would be affected to some extent or output would be maintained at the cost of overtime payment. The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organisations (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahan, 1992). Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990).

Turnover can have a number of serious consequences, both negative and positive.

On the negative side, turnover can have the following consequences:

- Significant replacement costs.
- Significant operational disruption.
- Loss of key skills, knowledge and experience.
- Employee dissatisfaction and loss of morale.
- Further turnover may be stimulated by an increase in the workload, or pressure on, those who remain.
- Productivity and creativity may diminish.

On the positive side, however, turnover may have the following consequences:

- Vacant posts provide opportunities for re-structuring sections or departments.
- Vacancies in key posts will increase internal promotion prospects.
- Promotion of innovation, flexibility.

- Reduction of paybill costs – initial employment cost of replacement staff may be lower.
- Displacement of poor performers.
- Adjustment of staffing mix to provide greater flexibility.

### **2.1.3 Reducing Turnover**

Ongori (2007) discuss in his study on “a review of the literature on employee turnover”. Strategies on how to minimize employee turnover, confronted with problems of employee turnover, management has several policy options viz. changing (or improving existing) policies towards recruitment, selection, induction, training, job design and wage payment. Policy choice, however, must be appropriate to the precise diagnosis of the problem. Employee turnover attributable to poor selection procedures, for example, is unlikely to improve were the policy modification to focus exclusively on the induction process. Equally, employee turnover attributable to wage rates which produce earnings that are not competitive with other firms in the local labor market is unlikely to decrease were the policy adjustment merely to enhance the organization’s provision of on-the job training opportunities. Given that there is increase in direct and indirect costs of labor turnover, therefore, management are frequently exhorted to identify the reasons why people leave organization’s so that appropriate action is taken by the management. Extensive research has shown that the following categories of human capital management factors provides a core set of measures that senior management can use to increase the effectiveness of their investment in people and improve overall corporate performance of business:

Employee engagement, the organization's capacity to engage, retain, and optimize the value of its employees hinges on how well jobs are designed, how employees' time is used, and the commitment and support that is shown to employees by the management would motivate employees to stay in organization's.

Knowledge accessibility, the extent of the organization's "collaborativeness" and its capacity for making knowledge and ideas widely available to employees, would make employees to stay in the organization. Sharing of information should be made at all levels of management. This accessibility of information would lead to strong performance from the employees and creating strong corporate culture Meaghan et al. (2002). Therefore; information accessibility would make employees feel that they are appreciated for their effort and chances of leaving the organization are minimal.

Workforce optimization, the organization's success in optimizing the performance of the employees by establishing essential processes for getting work done, providing good working conditions, establishing accountability and making good hiring choices would retain employees in their organization. The importance of gaining better understanding of the factors related to recruitment, motivation and retention of employees is further underscored by rising personnel costs and high rates of employee turnover (Badawy, 1988; Basta and Johnson, 1989; Garden, 1989; Parden, 1981; Sherman, 1986). With increased competitiveness on globalizations, managers in many organizations are experiencing greater pressure from top management to improve recruitment, selection, training, and retention of

good employees and in the long run would encourage employees to stay in organizations.

Job involvement describes an individual's ego involvement with work and indicates the extent to which an individual identifies psychologically with his/her job (Kanungo, 1982). Involvement in terms of internalizing values about the goodness or the importance of work made employees not to quit their jobs and these involvements are related to task characteristics. Workers who have a greater variety of tasks tend stay in the job. Task characteristics have been found to be potential determinants of turnover among employees (Couger, 1988; Couger and Kawasaki, 1980; Garden, 1989; Goldstein and Rockart, 1984). These include the five core job characteristics identified by Hackman and Oldham (1975, 1980): skill variety, which refers to the opportunity to utilize a variety of valued skills and talents on the job; task identity, or the extent to which a job requires completion of a whole and identifiable piece of work - that is, doing a job from beginning to end, with visible results; task significance, which reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organization; job autonomy, or the extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides; and job feedback, which refers to the extent to which the job provides information about the effectiveness of one's performance (Tor et al., 1997). Involvement would influence job satisfaction and increase organizational commitment of the employees. Employees who are more involved in their jobs are more satisfied with their jobs and more committed to their organization (Blau and Boal, 1989; Brooke and Price, 1989; Brooke et al.,

1988; Kanungo, 1982). Job involvement has also been found to be negatively related to turnover intentions (Blat and Boal, 1989). Job satisfaction, career satisfaction, and organizational commitment reflect a positive attitude towards the organization, thus having a direct influence on employee turnover intentions. Job satisfaction, job involvement and organizational commitment are considered to be related but distinguishable attitudes (Brooke and Price, 1989). Satisfaction represents an affective response to specific aspects of the job or career and denotes the pleasurable or positive emotional state resulting from an appraisal of one's job or career (Locke, 1976; Porter et al., 1974; Williams and Hazer, 1986).

Organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization. Job involvement represents the extent to which employees are absorbed in or preoccupied with their jobs and the extent to which an individual identifies with his/her job (Brooke et al., 1988). The degree of commitment and loyalty can be achieved if management they enrich the jobs, empower and compensate employees properly.

Empowerment of employees could help to enhance the continuity of employees in organizations. Empowered employees where managers supervise more people than in a traditional hierarchy and delegate more decisions to their subordinates (Malone, 1997). Managers act like coaches and help employees solve problems. Employees, he concludes, have increased responsibility. Superiors empowering subordinates by delegating responsibilities to them leads to subordinates who are more satisfied with their leaders and consider them to be fair and in turn to perform up to the superior's expectations (Keller and Dansereau,

1995). All these makes employees to be committed to the organization and chances of quitting are minimal.

Dorio (1989) suggested several ways to reduce level of turnover in organization:

1. Improve the employee selection process

An effort to reduce turnover of employees, the recruitment and interviewing process must be properly done. "Turnover can often be attributed to poor selection practices on the part of a specific manager, department, even the entire company"

2. Evaluate Wage and salary policies

An organization should at least view their wage and salaries policies once every two years by doing a wage survey. It can help to maintain the valuable employees in organization.

3. Establish incentive rewards

Besides that, organizations are also advised to develop an incentive program. The employees will feel that the company recognized their contributions and appreciates their good work. The incentive rewards can be given in various forms such as certificates of merit or dinner and does necessarily in monetary form.

4. Provide solid supervisory training

Supervisors play an important role to help the company to reduce the turnover rate. Supervisors must always attend on going training to maintain their motivation. With these, they will be motivated to reward good workers on their

good performance and are able to expect problem before they occur in their work place.

5. Provide constant communication to employees

Organization should always provide information that enable employees to monitor the organizations' progress and to know their role in the process.

Referring to Dario's suggestions, it indirectly supports that pay and supervision play an important role in reducing the turnover intention of the workers. This is supported by Milkovich and Boudreau (1997), who suggested that an organization which is interested in reducing the turnover rate might consider increasing the pay, making work more satisfying, and clarifying the role and job requirements. Besides that, Carrel *et al.* (1992) also have the same opinion with Dario. They suggest that organizations can implement programs regarding fair and equitable wage structures, opportunities for advancement and employee grievance procedure to enhance the job satisfaction and thus reduce the intention turnover.

## **2.2 Definition and Concept of Job Satisfaction**

Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye et al., 1994; Farkas & Tetrick, 1989; Lance, 1991, Russel & Price, 1988). An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling demotivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work. Locke, 1976 defined job satisfaction as pleasurable or positive personal state resulting from the appraisal of one's job experiences. Therefore, keeping one person happy in their work is intuitively appealing to employers in any organization.

### **2.2.1 Theories of Job Satisfaction**

There are various theories that attempt to explain why employees are satisfied or dissatisfied with their jobs, and these theories are briefly explained below:

#### **Fulfillment Theory**

Two main researchers i.e. Schaffer (1953) and Vroom (1964) defined fulfillment theory in terms of needs and valences. Schaffer stated that job satisfaction varies depending on the extent of actually satisfying the needs (which can be satisfied) of an individual. Vroom stated that if we consider an individual as satisfied with an object, it means that the object is with a positive valence for him.

### **Discrepancy Theory**

The main notion of discrepancy theory is that people have different desires. Lawler (1994) argued that there should be a comparison made between what an individual receives and the level of the outcome. Katzell (1964) claimed that the more an individual desires of an outcome, he/she will be less satisfied with a discrepancy. Locke (1969) argued that job satisfaction and dissatisfaction can be measured and determined by the difference between what an individual wants from his/her job and what he/she perceived it is offering.

### **Equity Theory**

Lawler (1994) considered equity theory as a motivation theory that gives information about the causes of satisfaction and dissatisfaction. Adams (1963, 1965) argued that satisfaction is determined and measured by an individual's perception of the input-outcome balance. An individual's input-outcome balance determines his/her reward and the reward determines the satisfaction. According to Lawler (1994), an employee will judge his/her input-outcome balance in a comparison with other employees' balances.

### **Herzberg's Motivation-Hygiene Theory**

Frederick Herzberg's motivation-hygiene theory proposed that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction.

**Table 2.1**

**Herzberg's Motivation-Hygiene Theory**

Motivators	Hygiene Factors	
<ul style="list-style-type: none"><li>• Achievement</li><li>• Recognition</li><li>• Work Itself</li><li>• Responsibility</li><li>• Advancement</li><li>• Growth</li></ul>	<ul style="list-style-type: none"><li>• Supervision</li><li>• Company Policy</li><li>• Relationship with Supervisor</li><li>• Working Conditions</li><li>• Salary</li><li>• Relationship with Peers</li><li>• Personal Life</li><li>• Relationship with Subordinates</li><li>• Status</li><li>• Security</li></ul>	
Extremely Satisfied	Neutral	Extremely Dissatisfied

Source: Robbins, S.P. and Coulter, M. (2002). *Management (7<sup>th</sup> ed.)*, Prentice-Hall, Upper Saddle River, NJ.

Herzberg concluded from his analysis of the findings that the replies people gave when they felt good about their jobs were significantly different from the replies they gave when they felt badly.

Herzberg believed that two entirely separate dimensions contribute to an employee's behavior at work. The first dimension, called hygiene factors, involves the presence or absence of job dissatisfiers, such as working conditions, pay, company policies, and interpersonal relationships. When hygiene factors are poor, work is dissatisfying.

The second set of factors does influence job satisfaction. Motivators fulfill high-level needs and include achievement, recognition, responsibility, and opportunity for growth. Herzberg believed that when motivators are present, workers are highly motivated and satisfied. Thus, hygiene factors and motivators represent two distinct factors that influence motivation.

Other theorists (e.g. Rose, 2001) have viewed job satisfaction as a bi-dimensional concept consisting of intrinsic and extrinsic satisfaction dimensions. Intrinsic sources of satisfaction depend on the individual characteristics of the person, such as the ability to use initiative, relations with supervisors, or the work that the person actually performs; these are symbolic or qualitative facets of the job. Extrinsic sources of satisfaction are situational and depend on the environment, such as pay, promotion, or job security; these are financial and other material rewards or advantages of a job. Both extrinsic and intrinsic job facets should be represented, as equally as possible, in a composite measure of overall job satisfaction.

Job satisfaction refers to a pleasurable or positive attitudinal orientation based on the results of an appraisal of one's job or job experience that meet or exceed the employee's expectations (Locke, 1976; Price, 1977; Vandenberg & Lance, 1992).

Prior studies in organizational behavior tended to concentrate on job satisfaction as the core attitude in relation to turnover (Locke, 1976). Empirical research has dealt with the link between job satisfaction and turnover intention. Overall job satisfaction appeared to be associated with turnover intention (Angle & Peny, 1981; Bedeian & Armenakis, 1981). Studies of facet measures of job satisfaction also have reported significant association between turnover intention and satisfaction with work itself (Hom, et al., 1979; Kraut, 1975; Waters, Roach, & Waters, 1976) and with promotion (Hom, et al., 1979; Waters, et al., 1976).

## **2.2.2 Dimension of Job Satisfaction**

Job satisfaction is an attitude that individuals maintain about their jobs. This attitude is developed from their perceptions of their jobs (Reilly, Catman, & Caldwell, 1991). A major goal of studying job satisfaction is to better understand the complexities of these variables and their impact on job satisfaction. Such an investigation may enable managers to understand how employees form attitudes that affect their job satisfaction (DeBats, 1982). Smith, Kendall, and Hulin (1969) supported the results of the study by Weiss, Darwin, England, and Lofquist (1967), which suggested five essential dimensions for measuring job satisfaction: the job itself, pay, promotion, opportunities, supervision, and co-workers.

### **1. Job itself**

Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful.

Peoples like the job which congruent or fit with their personality. Chosen of the job make people realize on their talent. Appropriate skill in fulfilling job demand is necessary in order to success with what they did, and lead to high satisfaction in work. Job fitness with the personality will make peoples appear confidently and convince to themself that they can do best with the job.

### **2. Pay**

The old adage "you get what you pay for" tends to be true when it comes to staff members. Salary is not a motivator for employees, but they do want to be paid fairly. If individuals believe they are not compensated well, they will be unhappy working for you. Consult salary surveys or even

your local help-wanted ads to see whether the salaries and benefits you're offering are comparable to those of other offices in your area. In addition, make sure you have clear policies related to salaries, raises and bonuses.

Robbins (1998) found, Employees want incentive system and promotion policy are conducted fairly. If incentive is seen as something fair based on job capacity and level of individual's skill, it is possible leads to satisfaction.

### **3. Promotion opportunities**

Individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes don't have to be monumental before they deserve recognition, but your praise should be sincere. If you notice employees doing something well, take the time to acknowledge their good work immediately. Publicly thank them for handling a situation particularly well. Write them a kind note of praise. Or give them a bonus, if appropriate. You may even want to establish a formal recognition program, such as "employee of the month."

Other reasearch from Robbins (1998), Employees tend to like jobs that give variety and opportunities to use one's skills. These characteristics make the job more challenging and interesting. If the job less in challenge, it feel bored. Too many challenges will create frustration since there are many barriers come needs to handle. If in middle challenge, employee will feel enjoy ness, happiness and satisfied.

### **4. Supervision**

To decrease dissatisfaction in this area, company must begin by making wise decisions when appoint someone to the role of supervisor. Be aware that good employees do not always make good supervisors. The role of supervisor is

extremely difficult. It requires leadership skills and the ability to treat all employees fairly. Company should train supervisors to use positive feedback whenever possible and should establish a set means of employee evaluation and feedback so that no one feels singled out.

#### **5. Co-workers**

Remember that part of the satisfaction of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This will help them develop a sense of camaraderie and teamwork.

Job satisfaction is so important in that its absence often leads to lethargy and reduced organizational commitment (Levinson, 1997, Moser, 1997). Lack of job satisfaction is a predictor of quitting a job (Alexander, Lichtenstein and Hellmann, 1997; Jamal, 1997).

## 2.3 Definition and Concept of Self-efficacy

According to Bandura (1997), "perceived self efficacy refers to beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments". The perceived self efficacy levels of individuals will influence several things including: the courses of action chosen, how much effort they will put forth in given situations, how long they will persevere in the face of difficulties and failures, their resilience to adversity, whether their thought patterns are self-hindering or self-aiding, how much stress and depression they experience in coping with environmental demands, and the level of accomplishments they realize (Bandura, 1997).

- **Self-efficacy versus Confidence.** Albert Bandura argued, "The construct of self-efficacy differs from the colloquial term "confidence." Confidence is a nonspecific term that refers to strength of belief but does not necessarily specify what the certainty is about. I can be supremely confident that I will fail at an endeavor. Perceived self-efficacy refers to belief in one's agentic capabilities, which one can produce given levels of attainment. A self-efficacy belief, therefore, includes both an affirmation of a capability level and the strength of that belief. Confidence is a catchword rather than a construct embedded in a theoretical system.

### 2.3.1 Self-efficacy Conceptual Definition

According to Bandura (1997), "perceived self efficacy refers to beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments". The perceived self efficacy levels of individuals will influence several things including: the courses of action chosen, how much effort

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### **2.3.2 Theoretical Approaches of Self-effication**

#### **1. Social Cognitive Theory**

Psychologist Albert Bandura has defined self-efficacy as one's belief in one's ability to succeed in specific situations. One's sense of self-efficacy can play a major role in how one approaches goals, tasks, and challenges. The concept of self-efficacy lies at the center of Bandura's social cognitive theory, which emphasizes the role of observational learning and social experience in the development of personality. The main concept in social cognitive theory is that an individual's actions and reaction in almost every situation is influenced by the actions that individual has observed in others. People observe others acting within an environment whether natural or social. These observations are remembered by an individual and help shape social behaviors and cognitive processes.

This theoretical approach purposes the idea that by changing how an individual learns their behaviors in the early stages of mental development could have a large impact on their mental processes in later stages of development. Since Self-efficacy is developed from external experiences and self-perception and is influential in determining the outcome of many events, it is an important aspect of social cognitive theory. Self-efficacy represents the personal perception of external social factors. According to Bandura's theory, people with high self-

efficacy—that is, those who believe they can perform well—are more likely to view difficult tasks as something to be mastered rather than something to be avoided.

## **2. Social Learning Theory**

This psychological theory describes the acquisition of socially valuable skills that are developed exclusively or primarily in a social group. Social learning depends on group dynamics and how individuals either succeed or fail at dynamic interactions. Social learning promotes the development of individual emotional and practical skills as well as the perception of oneself and the acceptance of others with their individual competencies and limitations. It considers that people learn from one another, including such concepts as observational learning, imitation, and modeling. Self-efficacy levels reflect a persons' understanding of what skills they can offer in a group setting.

## **3. Self-concept Theory**

Seeks to explain how people interpret and perceive their own existence from cues they receive from external sources. Unlike Social learning and Social Cognitive Theory, self-concept theory focuses on how these perceptions are organized and how they are dynamically active throughout life. Many of the successes and failures that people experience in many areas of life are closely related to the ways that they have learned to view themselves and their relationships with others. It is also becoming clear that self-concept has at least three major qualities of interest to behavioral therapist: (1) it is learned, (2) it is organized, and (3) it is dynamic. Self-concept is learned and, from what we can tell, no one is born with a self-concept. Self-concept organization refers to the

way we apply experiences to our selves; we often develop ideas based on multiple experiences. Self-concept dynamics refers to the idea that our perception changes at all times and is not fixed at a certain age.

#### **4. Attribution Theory**

Attribution theory focuses on how people attribute the cause of an event and how those beliefs interact with internal perception of themselves. Attribution Theory defines three major elements of cause: Locus, Stability, and Control ability.

1. Locus - determining the location of the cause—internal (dispositional) or external (situational) to the person. Influential to feelings of self-esteem and self-efficacy. If success or failure is attributed to internal factors, success will lead to pride and increased self-efficacy, whereas failure will diminish self-esteem and negatively affect self-efficacy.
2. Stability - whether the cause is static or dynamic over time. Closely related to expectations and goals in the future.
3. Controllability - whether the person is actively in control of the cause. Related to emotions such as anger, pity, gratitude, or shame. Conflict can arise if we feel we have not done our best; guilt. If we attribute our own abilities to success we will increase self-efficacy.

#### **2.3.3 Factors Affecting Self-efficacy**

Bandura points to four sources affecting self-efficacy;

1. Experience – Enactive Attainment

Enactive mastery experience refers to the successful completion of a task.

This, according to Bandura (1997), is the most effective means for increasing self

efficacy. Each success strengthens the beliefs in capability and failures create a self-doubt. However, if the tasks are not challenging enough, people are no longer motivated enough to continue, and if the tasks are too difficult, they would be become easily discouraged and quit (Bandura, 1997).

## 2. Modeling – Vicarious Experience

Vicarious experience strengthens self efficacy by learning through others or modeling (Bandura, 1997). Proficient models build self-beliefs of capability by conveying to observers strategies for managing different situations (Wood & Bandura, 1996). Peer modeling is the most effective behavior (Bandura, 1986). If a person sees a peer succeed at a task, his beliefs about his own capabilities will be raised. Conversely, if he sees a peer exhibit high efforts and fail, his efficacy is lowered and his efforts are undermined (Bandura, 1986).

## 3. Social Persuasion

Social persuasions relate to encouragements/discouragements. These can have a strong influence – most people remember times where something said to them significantly altered their confidence. While positive persuasions increase self-efficacy, negative persuasions decrease it. It is generally easier to decrease someone's self-efficacy than it is to increase it.

## 4. Physiological Factors

Physical arousal is the feeling of success after accomplishing a goal. Physical arousal can be affected by enhancing physical status, therefore reducing their stress levels, or altering their dysfunctional construal of somatic information (Wood & Bandura, 1996). The euphoria experienced after accomplishing a difficult task affects mood, and mood has a significant effect on self efficacy.

### **2.3.4 Impacts Self-efficacy on Performance and Well-being**

A high degree of self-efficacy leads people to work hard and persist in the face of setbacks, as illustrated by many great innovators and politicians who were undeterred by repeated obstacles, ridicule, and minimal encouragement. Thomas Edison, believing he could eventually succeed, reputedly tested at least 3,000 different unsuccessful prototypes before eventually developing the first incandescent light bulb. Abraham Lincoln also exhibited high self-efficacy in response to the numerous and repeated public rebukes and failures he experienced before his eventual political triumphs. Research has found that self-efficacy is important for sustaining the considerable effort required to master skills involved in, for instance, public speaking, losing weight, and becoming an effective manager.

When learning complex tasks, high self-efficacy causes people to strive to improve their assumptions and strategies, rather than look for excuses such as not being interested in the task. High self efficacy improves employees' capacity to collect relevant information, make sound decisions, and then take appropriate action, particularly when they are under time pressure. Such capabilities are invaluable in jobs that involve, for instance, dealing with irate customers when working in a call centre or overcoming complex technical challenges in minimal time. In contrast, low self-efficacy can lead to erratic analytic thinking that undermines the quality of problem solving – a key competency in an increasingly knowledge- based society.

In a dynamic work context, where ongoing learning and performance improvement is needed, high self-efficacy helps individuals to react less

defensively when they receive negative feedback. In areas where their self-efficacy is low, people often see a negative outcome as confirming the incompetence they perceive in them self. This can set up a vicious cycle, whereby ambiguous results are considered as evidence of perceived inability, further lowering an individual's self-efficacy, effort, and subsequent performance. When people have low self-efficacy, they also tend to blame either the situation or another person when things go wrong. Denial of any responsibility for poor performance inhibits the chance that an individual will learn how to perform more effectively in the future.

People are inclined to become anxious or depressed when they perceive themselves as unable to manage aversive events or gain what they value highly. Thus, self-efficacy is also related to the experience of stress and occupational burnout. Specifically, low self-efficacy can readily lead to a sense of helplessness and hopelessness about one's capability to learn how to cope more effectively with the challenges and demands of one's work. When this occurs, low self-efficacy can be distressing and depressing, thereby preventing even highly talented individuals from performing effectively.

## **2.4 Review of Previous Studies**

### **2.4.1 Self-efficacy and Job Satisfaction**

Judge, T.A. and Bono, J.E. (2001) done research about the relationship of core self-evaluation traits – self-esteem, generalized self-efficacy, locus of control, and emotional stability – with job satisfaction and job performance, they find out that self-esteem, locus of control, neuroticism, and generalized self-efficacy are significant predictors of both job satisfaction and job performance. Judge et al. (1997) argued that generalized self-efficacy should affect job satisfaction through its association with practical success on the job. Because individuals with high self-efficacy deal more effectively with difficulties and persist in the face of failure (Gist & Mitchell, 1992), they are more likely to attain valued outcomes and thus derive satisfaction from their jobs.

Research done by Williams et al. (2002) about perceived salesperson self-efficacy implications for supervisory feedback, salesperson motivation, job satisfaction, and performance, found that salesperson perceptions of self-efficacy are an important mediator of the influence of supervisory informational feedback on intrinsic and extrinsic motivation, job satisfaction, and performance.

Bradley and Roberts (2004) have done research self-employment and job satisfaction: investigating the role of self-efficacy, depression, and seniority. Several expectations are evaluated in this research. First, self-employed persons should enjoy higher job satisfactions than others. Second, a portion of the association between job satisfaction and self-employment should be explained by higher levels of self-efficacy and lower levels of depression among the self-employed compared to others. Third, self-employment veterans are a select group

and should be different systematically from self-employment newcomers with respect to reported job satisfaction. Findings offer support for the first and second argument above but not the third. The findings of this research suggest support for the argument that (1) persons reporting relatively high levels of self-efficacy generally are more satisfied with their jobs than are others; that (2) the self-employed typically report higher levels of self-efficacy than do others; and that (3) a portion of the relationship between job satisfaction and self-employment may be explained by relatively high self-efficacy among the self-employed.

Caprara et al. (2006) have done research about teacher's self-efficacy beliefs as determinants of job satisfaction and students' academic achievement. Teachers' self-efficacy beliefs were examined as determinants of their job satisfaction and students' academic achievement. Over 2000 teachers in 75 Italian junior high schools were administered self report questionnaires to assess self-efficacy beliefs and their job satisfaction. Students' average final grades at the end of junior high school were collected in two subsequent scholastic years. They found that teachers with high levels of self-efficacy beliefs are more likely to be able to create the conditions and to promote the interpersonal networks that nourish and sustain their work satisfaction.

Perdue et al. (2007) have done research about person-environment congruence, self-efficacy, and environmental identity in relation to job satisfaction. This study explored the relationship between person-environment congruence, self-efficacy, and environmental identity and job satisfaction. Participants were 198 employees of a multinational telecommunications corporation. The findings of this study indicated that environmental identity and

self-efficacy were, by themselves, related to facets of job satisfaction at the zero-order and multivariate levels of analysis.

Based on developing the literature above, researcher proposes the following hypotheses:

*H1: There is a positive influence of self-efficacy on job satisfaction.*

#### **2.4.2 Job Satisfaction and Turnover Intention**

Past researches have stated that job satisfaction is related to individual reactions of work environment (Abdel-Halim, 1984; Choo, 1986; Rasch & Harrell, 1990). It had been found that there is a relationship between job satisfaction and turnover intention. Similarly, Schoeder, Harrel and Stahl (1984) pointed out that previous literature review in job satisfaction and turnover shows that an individual who experiences relatively low job satisfaction has an intention to change their job.

Research done by Wong Ting-hong (1989) in Hong Kong about the impact of job satisfaction on intention to change jobs among secondary school teacher found, on analysis of 275 cases, it was found that teachers' job satisfaction was not high. It was also found that teachers tended to have low level of commitment to both their profession and schools, with about 40% of respondents prepared to leave teaching if a job alternative of offering a higher salary became available and about 50% of respondents prepared to leave their present school provided that a school place of higher ranking was offered. In multiple regression, dissatisfaction with the nature of the job and with the social prestige of teachers were found to be significant predictors of teachers' intention to leave the teaching

profession, while dissatisfaction with the school principal and promotional opportunities were significantly related to intention to change school.

Lum, Kervin, Clark, Reid, and Sirola (1998) conducted a study that investigated nursing turnover intention. The researchers used a non-experimental, quantitative design of full-time and part-time registered staff nurses at a selected pediatric specialty hospital. The review of literature by Lum et al. (1998) was thorough and current in comparing theories of turnover intent, pay satisfaction, job satisfaction, and organizational commitment.

Jahangir et al. (2006) have done a research about the impact of social power bases, procedural justice, job satisfaction, and organizational commitment on employee' turnover intention among 204 top and middle level employees of a private telecommunication company in Bangladesh. This study proposes a conceptual framework to investigate the effects of employees' perceptions of supervisors' "social power bases" on employees' "turnover intention" mediated by employees' perception of "procedural justice", employees' "organizational commitment" and "job satisfaction". The results obtained from structural equation modeling indicate that procedural justice, job satisfaction, and organizational commitment are significantly and negatively related to employees' turnover intention. Moreover, job satisfaction is more effective mediator than organizational commitment to lessen employee turnover.

Randhawa (2007) has done a research about relationship between job satisfaction and turnover intentions. The study attempts to examine the relationship between job satisfaction and turnover intentions. The data was collected from 300 scientists (150 from National Dairy Research Institute, Kamal

and 150 from Agriculture Extension Centres in Haryana). The scientists were surveyed by questionnaire. The sample was drawn by using the simple random sampling technique. The results showed a significant negative correlation between job satisfaction and turnover intentions. This signifies that higher the job satisfaction, lower is the intent of a person to quit the job. Further, comparative analysis was also done in order to measure the significance of difference between the mean scores of two groups of scientists. The results revealed that the two groups of scientists do not differ significantly on the measures of job satisfaction and turnover intentions.

Sang, K.J.C et al. (2008) have done a research that examine the job satisfaction of UK architects and relationships with work-life balance and turnover intentions. The results reveal that between 20 and 40 percent of respondents are dissatisfied with their rate of pay, practice management, promotion prospects, working hours and opportunity to use their abilities. Additionally the majority of respondents report some work-life balance difficulties and approximately one-third were considering leaving their current employer. The causes of poor well-being are associated with organizational factors rather than factors intrinsic to the work of an architect. Further analysis demonstrates that those who are self employed may experience better occupational well-being.

Vandenberghe and Tremblay (2008) have done a research to examine the role of pay satisfaction and organizational commitment in turnover intentions. This study reports the results of a two-sample study—a sample of medical reps from pharmaceutical companies (N = 232) and a sample of respondents from

multiple organizations (N = 221)—of the relationships between pay satisfaction, organizational commitment, and turnover intentions. Hypotheses were tested using a multidimensional perspective on both pay satisfaction and organizational commitment. Results from both samples show that the effect of pay satisfaction on intended turnover is fully mediated by affective commitment and perceived sacrifice commitment. Pay satisfaction is also significantly related to normative commitment but the latter has no influence on the outcome. Finally, in the sample of medical reps, pay satisfaction significantly reduces commitment based on lack of employment alternatives, a finding that is interpreted in light of the characteristics of pay systems in pharmaceutical companies.

Alam and Mohammad (2009) have done a research about level of job satisfaction and intent to leave among Malaysian nurses. This study investigates the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Based on the literature reviews an instrument of six facets of job satisfaction and intention to leave was developed to find the level of perceived job satisfaction and intention to leave. For this purpose, data from 153 nurses in one of the public sector hospital in Perlis were used. Findings of this study suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management polices and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.

Wei (Amy) Tian-Foreman (2009) has done a research about Job satisfaction and turnover in the Chinese retail industry. The purpose of the study is

to investigate employee turnover in a leading Chinese retail organization, where high turnover rates are recognized as being a major issue for human resource strategy. The study seeks to focus on the job satisfaction-turnover relationship, examining how this is moderated by occupation. The results provided strong support for the hypothesized negative relationship between employee turnover intention and job satisfaction. Occupation is also significantly associated with job satisfaction, turnover intention and the job satisfaction-turnover relationship: non-management/frontline employees expressed higher levels of intention to leave their job than management/office employees.

Singh and Loncar (2010) have done a research about pay satisfaction, job satisfaction and turnover intent of registered nurse in Canada. The main purpose of this study was to investigate the relationship among pay satisfaction, job satisfaction and turnover intent. Using a multidimensional approach to pay satisfaction, data from 200 registered nurses in unionized hospital were analyzed. The regression results show that while pay satisfaction affects turnover intent, job satisfaction may be a more crucial variable in terms of nurses' turnover. The results show, both pay satisfaction and job satisfaction influence turnover among nurses. It is thus important that all aspects of pay – level, structure, benefits and raises – be taken into considerations in dealing with this issue. This study further suggests, however, that increases in compensation alone may not be sufficient to decrease turnover.

Based on developing the literature above, researcher proposes the following hypotheses:

*H2: There is a positive influence of job satisfaction on turnover intention.*

### **2.4.3 Self-Efficacy and Turnover Intention**

Chiu and Francesco (2001) have done a research about Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and affective commitment. The research investigates the relationships between turnover intention and positive affectivity (PA) and negative affectivity (NA), and the mediating roles of job satisfaction and affective commitment in those relationships. Based on a sample of 279 Chinese managers, PA predicts turnover intention, and job satisfaction mediates the relationship. However, NA is neither directly nor indirectly related to turnover intention. PA is defined as a trait that reflects pervasive individual differences in positive emotionality and self concept. It measures the degree to which an individual is predisposed to be happy. Individuals with high PA have an overall sense of well being, and view themselves as active, self-efficacious and pleurably engaged both interpersonally and in terms of achievement. NA is a trait that describes the tendency of an individual to experience a variety of negative emotions across time and situations. Individuals who are high in NA tend to be easily distressed, agitated, upset, pessimistic and dissatisfied. They hypothesize that (1) PA and NA are related to turnover intention, (2) The relationship between PA and turnover intention is mediated by job satisfaction and affective commitment, and (3) The relationship between NA and turnover intention is mediated by job satisfaction and affective commitment. In the research, job satisfaction mediated the effect of the PA-turnover relationship. Thus, it appears that PA works through job satisfaction to impact turnover intention.

Aremu (2004) studied about A confluence of credentialing, career experience, self-efficacy, emotional intelligence, and motivation on the career commitment of young police in Ibadan, Nigeria. The study aims to investigate the predicting effect of credentialing, career experience, self efficacy, emotional intelligence (EI), and motivation on the career commitment of young police in Ibadan, Nigeria. The research found that the predictors (credentialing, career experience, self efficacy, EI, and motivation) could have a determinate effect on career commitment of the participants. Contingent upon this finding, it is crystal clear that young police career commitment could be improved upon if the five investigated predictors are real in their career progression.

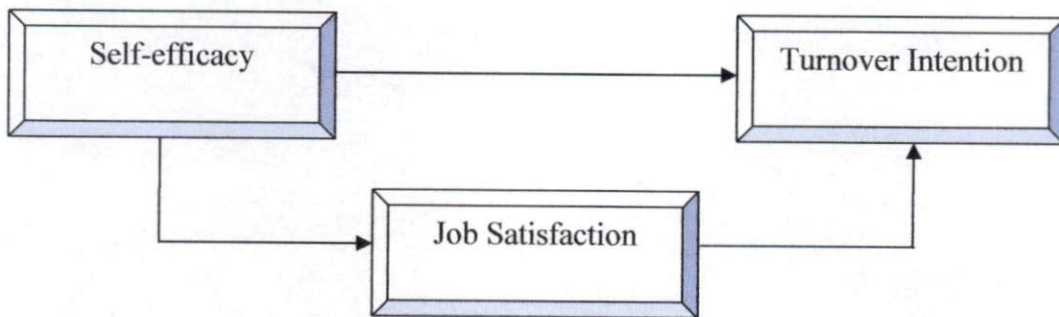
Peterson (2006) has a research about Managerial turnover in US retail organizations. The purpose of the research is to identify factors influencing retail managerial turnover. Data were obtained from 528 managers in three randomly-selected retail organizations. The purpose of the research is to examine what variables impact managerial turnover in retail organizations and what is the nature of those variables. The hypothesis for the research; personal characteristics, initial goals, commitment, satisfaction and intention, career decision-making self-efficacy, organizational experiences (integration), and developed goals, commitment, satisfaction and intention help explain turnover. The findings of this research that initial intention, goals, commitment, and satisfaction, career decision-making self-efficacy, integration, and developed intention, goals, commitment, and satisfaction help explain turnover – was partially supported. Integration was the only variable found to have an impact on turnover.

Based on developing the literature above, researcher proposes the following hypothesis:

*H3: There is a positive influence of self-efficacy on turnover intention.*

*H4: Job satisfaction has a role in mediating the relationship between self-efficacy and turnover intention.*

## 2.5 Theoretical Framework



## 2.6 Hypotheses

Based on problem statement the hypotheses of the research are:

1. There is a positive influence of self-efficacy on turnover intention.
2. There is a positive influence of self-efficacy on job satisfaction.
3. There is a positive influence of job satisfaction on turnover intention.
4. Job satisfaction has a role in mediating the relationship between self-efficacy and turnover intention.

## **CHAPTER III**

### **RESEARCH METHODS**

#### **3.1 Research Design**

The purpose of this study is to investigate the mediating role of job satisfaction in the relationship between self-efficacy and turnover intention of nurses who work for private hospital in Padang.

To address on the research questions, this research used quantitative research. For quantitative method, the primary data is gathered by questionnaires distribution to nurses of RS Yos Sudarso, Padang. Quantitative method is used to quantitatively test hypotheses of the research.

#### **3.2 Location of the Research**

This research will be conducted in RS Yos Sudarso, Padang.

#### **3.3 Population and Sample**

Uma Sekaran (2003) conceptualized population as entire group of people, events, or things of interest that the researcher wishes to investigate. Populations of the research are nurses of RS Yos Sudarso, Padang.

Sample is a part of research elements. Uma Sekaran (2003) conceptualized sample as a subset of population. The advantages of taken sample are cheaper cost and quickly result. Numbers of sample of the research are 90 respondents.

The reason to choose the sample size is based on Roscoe (1975) in Sekaran (2003, p. 295) who conceptualized the rules of thumb for determining sample size:

- Sample sizes larger than 30 and less than 500 are appropriate for most research.
- Where samples are to be broken into subsamples; (male/females, juniors/seniors, etc.), a minimum sample size of 30 for each category is necessary.
- In multivariate research (including multiple regression analyses), the sample size should be several times (preferably 10 times or more) as large as the number of variables in the study.

Convenience sampling design of the research is used to obtain information from specific target groups and conveniently available. Sekaran (2003) says that “The sampling here—purposive sampling is confined to specific types of people who can provide the desired information, either because they are the only ones who have it, or conform to some criteria set by the researcher. In this research, the samples are 90 respondents/nurses of RS Yos Sudarso, Padang.. Sekaran (2003) refers convenience sampling as the collection of information from members of the population who are conveniently available to provide it.

### **3.4 Data Collection Method**

- **Field Research Method**

The first method used in gathering data for this research is using field research data collection while the researcher uses questionnaires. These questionnaires will be spread among nurses of RS Yos Sudarso, Padang.

### **3.5 Conceptualization and Operationalization of Variables**

#### **3.5.1 Dependent Variable**

This research uses employees’ turnover intention as dependent variable.

### 3.5.2 Independent Variable

This research uses self-efficacy as independent variable.

Employees' job satisfaction is the independent variable of this research

### 3.5.1 Mediating Variable

Employees' job satisfaction is mediating variable.

There are seven dimensions of job satisfaction used in questionnaire;

- Pay
- Promotion opportunity
- Supervision
- Fringe Benefits
- Contingent Rewards
- Operating Procedures
- Co-workers
- Nature of Work
- Communication

For the detail of the conceptualization and operationalization of the research, the variables are explained in table below;

**Table 3.1**  
**Conceptualization of Variables**

No.	Concept	Sub Concept	Indicators
1.	Job satisfaction	1. Pay	Pay and remuneration.
		2. Promotion	Promotion opportunities.

		3. Supervision	Immediate supervisors.
		4. Benefits	Monetary and non-monetary fringe benefits.
		5. Reward	Appreciation, recognition and rewards for good work.
		6. Operating procedures	Operating policies and procedures.
		7. Co-workers	People you work with.
		8. Nature of work	Job tasks themselves.
		9. Communication	Communication within the organization.
2.	Self-efficacy		Perceived self efficacy refers to beliefs in one's capabilities to organize and execute the courses of action required to produce given attainments
3.	Turnover Intention		Intention to leave refers to individuals perceived likelihood that they will be staying or leaving the employer organization

### **3.6 Measures**

The survey contained four sections, including sociodemographic profile questions, self-efficacy questions, job satisfaction questions and turnover intention questions. The sociodemographic profile questions were developed by researcher. Pay and job satisfaction questions were adopted from Spector's (1994) Job Satisfaction Survey (JSS). Self-efficacy questions were adopted from the General Self-efficacy Scale (GSE) which was developed by Schwarzer and Jerusalem (1995). Turnover intention questions were adopted from the turnover questionnaire which was developed by Chen and Francesco (2000).

### **3.7 Source of the Data**

The data used in this research is primary data:

- **Primary Data**

Is data or other information such as the perceptions and attitudes of employees are best obtained by talking to them; by observing events, people, and objects; or by administering questionnaires to individuals. Such data gathered for research from the actual size of occurrence (Uma Sekaran, 2003). Primary data will be gathered through questionnaire and filled directly by nurses of RS Yos Sudarso, Padang.

### **3.8 Analysis Method**

Analysis method that is used in this research is regression. This method used to test the effect of variable on other variables.

Then, information gathered by data collection activities will examined to determine level of self-efficacy of nurses in RS Yos Sudarso and how it affect

their level of job satisfaction, and also how these variables affect their intention to leave the hospital.

### **3.8.1 Data Analysis**

Rating scales of this research are questionnaire's questions based on Likert's Scales where they are designed to examine how strong the subjects agree or disagree with the statements on a 5-point scale (Sekaran, 2003). The anchors are:

- |   |   |                         |
|---|---|-------------------------|
| 1 | = | Strongly Disagree (SDA) |
| 2 | = | Disagree (DA)           |
| 3 | = | Neutral (N)             |
| 4 | = | Agree (A)               |
| 5 | = | Strongly Agree (SA)     |

### **3.8.2 Descriptive Analysis**

#### **3.8.2.1 Respondent Descriptions**

The respondents are characterized by their gender, age, working periods, educational background and marital status.

#### **3.8.2.2 Validity and Reliability Analysis**

##### **3.8.2.2.1 Validity Testing**

Validity testing is purposed to establish the goodness of measurement, whether we are measuring the right things or not. This validity testing is using *corrected item total correlation*. Coefficient of correlation is calculated from each item scores and total score of related variable.

### 3.8.2.2 Reliability Testing

Internal reliability testing is purposed to see how well the items measuring a concept hang together as a set. *Cronbach's Alphas* is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The answer consistency showed by the degree of *Cronbach's Alphas*. The closer the reliability coefficient gets to 1,0, the better. In general, reliabilities less than 0,6 are considered to be poor, those in the 0,7 range, acceptable, an those over 0,8 good (Sekaran, 2000).

### 3.8.2.3 Factor Description

This section will describe the effect of self-efficacy on turnover intention mediate by job satisfaction. To test the effect used method proposed by Baron and Kenny (1984).

Baron and Kenny (1986) and Judd and Kenny (1981) have discussed four steps in establishing mediation:

1. Show that the initial variable is correlated with the outcome. Use Y as the criterion variable in a regression equation and X as a predictor (estimate and test path c). This step establishes that there is an effect that may be mediated.
2. Show that the initial variable is correlated with the mediator. Use M as the criterion variable in the regression equation and X as a predictor (estimate and test path a). This step essentially involves treating the mediator as if it were an outcome variable.

3. Show that the mediator affects the outcome variable. Use Y as the criterion variable in a regression equation and X and M as predictors (estimate and test path b). It is not sufficient just to correlate the mediator with the outcome; the mediator and the outcome may be correlated because they are both caused by the initial variable X. Thus, the initial variable must be controlled in establishing the effect of the mediator on the outcome.
4. To establish that M completely mediates the X-Y relationship, the effect of X on Y controlling for M (path c') should be zero (see discussion below on significance testing). The effects in both Steps 3 and 4 are estimated in the same equation.

## CHAPTER IV

### COMPANY PROFILE

#### 4.1 RS Yos Sudarso Historical Background

Based on a desire to help society especially in health care service, in 1965 the leader of Catholic Church in Padang gave a permission to open a health clinic on Sudirman Street 50, Padang. In February 1973, Catholic Church for Middle Sumatera agreed to build hospital building on Situjuh Street 1, Padang.

On April 3<sup>rd</sup> 1976 RS Yos Sudarso got a certificate for its operational in medical services. This date until now known as the established day of RS Yos Sudarso.

Building facilities:

1. Surgery rooms
2. Lift and bed lift tower
3. Nurses' dormitory, etc

In 1999, RS Yos Sudarso got a certificate "Terakreditasi Penuh" from Indonesian Ministry of Health, and also in this year RS Yos Sudarso started a campaign for "hospitable service" and "customers' satisfaction orientation service".

Previous Director:

1. Dr. Syahrul Zainuddin, from Ministry of Health
2. Dr. Soemanto
3. Dr. Lanny Suhairi
4. Dr. Gunaro Suhadi

5. Dr. Yan Rusli Munthe, S.Pj

6. Dr. Rinal Fendy, MARS

#### **4.2 Vision and Mission of RS Yos Sudarso**

##### **1. Vision**

Conduct medical service toward the society with a good service, professional, used of technology, love and care spirits based on Pancasila.

##### **2. Mission**

Develop and maintain the effort in health service toward the society with a focus on service quality, humanity, and care that conducts with professionalism, used of technology, love and care spirit base on Pancasila.



## CHAPTER V

### RESULTS AND DISCUSSION

This chapter will discuss analysis of research result related with job satisfaction, self-efficacy and turnover intention of nurses in RS Yos Sudarso, Padang. This chapter also explained respondent characteristics, analysis of job satisfaction, self-efficacy, and turnover intention of nurses in RS Yos Sudarso, Padang, hypothesis testing and discussion of results.

#### 5.1 Respondent Characteristics

The questionnaire is distributed on December 2010 to nurses of RS Yos Sudarso, Padang. The amount of sample size is 90 respondents. The following questionnaire results are presented based on each item of respondent characteristics.

##### 5.1.1 Gender

Table 5.1 presents respondent characteristic based on gender.

**Table 5.1**

**Respondent Characteristics Based on Gender**

Gender	Frequency	Percent
Male	6	6,7
Female	84	93,3
Total	90	100,0

*Source: SPSS 15.0 output*

As shown in table 5.1, we can conclude that there were 90 respondents in total. As majority 84 respondents (93,3%) indicated that they were female and 6 respondents (6,7%) identified themselves as male.

### 5.1.2 Age

Table 5.2 presents respondent characteristic based on age.

**Table 5.2**

#### **Respondent Characteristics Based on Age**

Age	Frequency	Percent
< 20 years old	4	4,4
20 – 29 years old	57	63,3
30 – 39 years old	16	17,8
40 – 49 years old	11	12,2
> 50 years old	2	2,2
Total	90	100,0

*Source: SPSS 15.0 output*

As shown in table 5.2, the majority of respondents' age in the research is 20 – 29 years old that is 57 respondents (63,3%). 16 respondents are 30 – 39 years old. 11 respondents are 40 – 49 years old. 4 respondents are < 20 years old. And the last, 2 respondents are > 50 years old.

### 5.1.3 Working Period

Table 5.3 presents respondents based on their working period.

**Table 5.3**

#### **Respondent Characteristics Based on Working Period**

Working Period	Frequency	Percent
< 5 years	46	51,1
5 – 9 years	16	17,8
10 – 14 years	16	17,8
15 – 20 years	5	5,6
> 20 years	7	7,8
Total	90	100,0

*Source: SPSS 15.0 output*

As shown in table 5.3, majority of the nurses work for < 5 years that is 46 respondents (51,1%). 16 respondents (17,8%) work for 5 – 9 years. 16

respondents (17,8%) work for 10 – 14 years. 7 respondents (7,8%) work for > 20 years. And last, 5 respondent (5,6%) work for 15 – 20 years.

#### 5.1.4 Educational Background

Table 5.4 presents respondents based on their educational background.

**Table 5.4**

#### **Respondent Characteristics Based on Educational Background**

Educational Background	Frequency	Percent
SPK	8	8,9
Diploma Degree/Academy	79	87,8
Bachelor Degree/University	3	3,3
Total	90	100,0

*Source: SPSS 15.0 output*

As shown in table 5.4, majority of respondent that is 79 respondents (87,7%) graduate from Academy or have a Diploma degree. 8 respondents (8,9%) graduate from SPK. And the last, 3 respondents (3,3%) graduate from University or have an Undergraduate degree.

#### 5.1.5 Marital Status

Table 5.5 presents respondents based on their marital status.

**Table 5.5**

#### **Respondent Characteristics Based on Marital Status**

Marital Status	Frequency	Percent
Single	55	61,1
Married	35	38,9
Total	90	100,0

*Source: SPSS 15.0 output*

As shown in table 5.5, majority of the respondents that is 55 (61,1%) are single, and 35 (38,9%) are married.

## **5.2 Validity and Reliability Testing**

### **5.2.1 Validity Testing**

Validity testing is purposed to establish the goodness of measurement, whether we are measuring the right things or not. This validity testing is using *corrected item total correlation*. Coefficient of correlation is calculated from each item scores and total score of related variable. Homogeneity from each item of all variables is  $> 0,3$  which is deemed valid.

From 10 items that measure self-efficacy variable, 9 items are valid, item number 2 found is not valid (see Appendix).

From 36 items that measure job satisfaction variable, 31 items are valid, item number 13, 16, 24, 31, 36 found are not valid (see Appendix).

From 4 items that measure turnover intention, 2 items are valid, the other 2 items, item 3 and 4 are not valid (see Appendix).

### **5.2.2 Reliability Testing**

Internal reliability testing is purposed to see how well the items measuring a concept hang together as a set. *Cronbach's Alphas* is a reliability coefficient that indicates how well the items in a set are positively correlated to one another. The answer consistency showed by the degree of *Cronbach's Alphas*. The closer the reliability coefficient gets to 1,0, the better. In general, reliabilities less than 0,6 are considered to be poor, those in the 0,7 range, acceptable, and those over 0,8 good (Sekaran, 2000).

Table 5.6 presents reliability testing for self-efficacy.

**Table 5.6**

**Reliability Testing for Self-efficacy**

Cronbach's Alpha	N of Items
,849	9

*Source: SPSS 15.0 output*

Self-efficacy showed internal consistency of 0,849, which is deemed good.

Table 5.7 presents reliability testing for job satisfaction.

**Table 5.7**

**Reliability Testing for Job Satisfaction**

Cronbach's Alpha	N of Items
,956	31

*Source: SPSS 15.0 output*

Job satisfaction showed internal consistency of 0,956, which is deemed good.

Table 5.8 presents reliability testing for turnover intention.

**Table 5.8**

**Reliability Testing for Turnover Intention**

Cronbach's Alpha	N of Items
,635	2

*Source: SPSS 15.0 output*

Turnover intention showed internal consistency of 0,635, which is deemed acceptable.

### 5.3 Analysis Results of Research

To test the hypotheses of this study used method for simple mediation models proposed by Baron and Kenny (1986). Baron and Kenny (1986) explained procedure for simple mediation models. They suggest that in order to test simple mediation models, we have to conduct regression analysis in four steps.

1. X (Independent) predict Y (Dependent)
2. X (Independent) predict M (Mediator)
3. M (Mediator) predict Y (Dependent)
4. X (Independent) and M (Mediator) predict Y (Dependent)

Baron and Kenny (1986) and Judd and Kenny (1981) have discussed four steps in establishing mediation:

1. Show that the initial variable is correlated with the outcome. Use Y as the criterion variable in a regression equation and X as a predictor (estimate and test path c). This step establishes that there is an effect that may be mediated.
2. Show that the initial variable is correlated with the mediator. Use M as the criterion variable in the regression equation and X as a predictor (estimate and test path a). This step essentially involves treating the mediator as if it were an outcome variable.
3. Show that the mediator affects the outcome variable. Use Y as the criterion variable in a regression equation and X and M as predictors (estimate and test path b). It is not sufficient just to correlate the mediator with the outcome; the mediator and the outcome may be correlated

because they are both caused by the initial variable X. Thus, the initial variable must be controlled in establishing the effect of the mediator on the outcome.

4. To establish that M completely mediates the X-Y relationship, the effect of X on Y controlling for M (path c') should be zero (see discussion below on significance testing). The effects in both Steps 3 and 4 are estimated in the same equation.

Table 5.9 presents linear regression for variable self-efficacy and turnover intention.

**Table 5.9**  
**Linear Regression for Variable Self-efficacy and Turnover Intention**

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1,604	,528		3,039	,003
	rata2se	,340	,134	,261	2,539	,013

a Dependent Variable: rata2intention

Source: SPSS 15.0 output

Based on the results of data analysis for the linear regression analysis as shown in Table 5.9 shown the value of the unstandardized coefficient standard error is 0,134 and constant value is 1,604.

Then, the regression coefficient of each variable above can be substituted into the regression equation as follows:

$$Y = a + bx$$

$$Y = 1,604 + 0,134X_1$$

Based on the regression result (Table 5.9), it can be explained that there is a significant impact of self-efficacy on turnover intention ( $p < 0,05$ ), it means that the higher the level of self-efficacy of nurses, the lower the level of their intent to leave the organization/hospital.

Table 5.10 presents linear regression for variable self-efficacy and job satisfaction.

**Table 5.10**  
**Linear Regression for Variable Self-efficacy and Job Satisfaction**

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1,321	,552		2,393	,019
	rata2se	,602	,140	,417	4,304	,000

a Dependent Variable: rata2js

Source: SPSS 15.0 output

Based on the results of data analysis for the linear regression analysis as shown in Table 5.9 shown the value of the unstandardized coefficient standard error is 0,140 and constant value is 1,321.

Then, the regression coefficient of each variable above can be substituted into the regression equation as follows:

$$Y = a + bx$$

$$Y = 1,321 + 0,140X_2$$

Based on the regression result (Table 5.10), it can be explained that there is a significant impact of self-efficacy on job satisfaction ( $p < 0,05$ ).

Table 5.11 presents linear regression for variable job satisfaction and turnover intention.

**Table 5.11****Linear Regression for Variable Job Satisfaction and Turnover Intention****Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	2,786	,358		7,785	,000
	rata2js	,041	,096	,045	,424	,673

a Dependent Variable: rata2intention

Source: SPSS 15.0 output

Based on the regression result (Table 5.11), it can be explained that there is no significant impact of job satisfaction on turnover intention ( $p > 0,05$ ). This result shows that the mediating variable (job satisfaction) can not mediate the relationship between self-efficacy and turnover intention.

Table 5.12 presents linear regression for variable self-efficacy, job satisfaction and turnover intention.

**Table 5.12****Linear Regression Self-efficacy, Job Satisfaction and Turnover****Intention****Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1,696	,546		3,103	,003
	rata2se	,382	,148	,293	2,584	,011
	rata2js	-,070	,102	-,077	-,680	,498

a Dependent Variable: rata2intention

Source: SPSS 15.0 output

## 5.4 Descriptive Statistic of the Variables

### 5.4.1 Self-efficacy

Table 5.13

Result of Self-efficacy from Questionnaire

Question	Mean
I can always manage to solve difficult problems if I try hard enough.	4,3889
If someone opposes me, I can find the means and ways to get what I want.	3,4667
It is easy for me to stick to my aims and accomplish my goals.	3,5000
I am confident that I could deal efficiently with unexpected events.	3,7333
Thanks to my resourcefulness, I know how to handle unforeseen situations.	3,6111
I can solve most problems if I invest the necessary effort.	4,3778
I can remain calm when facing difficulties because I can rely on my coping abilities.	3,8889
When I am confronted with a problem, I can usually find several solutions.	4,0222
If I am in trouble, I can usually think of a solution.	3,7111
I can usually handle whatever comes my way.	4,0667

Based on questionnaire result (Table 5.13), we can conclude that the lowest mean for items measuring self-efficacy is item 2 (3,4667), "if someone opposes me, I can find the means and ways to get what I want", but the score mean is slightly above the median score, so their self believe in doing their job if

they opposed or disturbed by someone are slightly low. The table also shows that the higher mean for items measuring self-efficacy is item 1 (4,3889), "I can always manage to solve difficult problems if I try hard enough". The mean score is quite high, so their self believe in doing their job and solving difficult problem if they try hard enough is quite high, they believe they can solve difficult problem that they faced, if they put serious effort in solving that problems.

#### 5.4.2 Job Satisfaction

**Table 5.14**

**Result of Job Satisfaction from Questionnaire**

Question	Mean
I feel I am being paid a fair amount for the work I do.	3,6556
There is really too little chance for promotion on my job.	3,3333
My supervisor is quite competent in doing his/her job.	3,4778
I am not satisfied with the benefits I receive.	3,6333
When I do a good job, I receive the recognition for it that I should receive.	3,7667
Many of our rules and procedures make doing a good job difficult.	3,2222
I like the people I work with.	4,0778
I sometimes feel my job is meaningless.	4,0556
Communications seem good within this organization.	3,9222

Raises are too few and far between.	3,2667
Those who do well on the job stand a fair chance of being promoted.	3,9333
My supervisor is unfair to me.	3,8000
The benefits we receive are as good as most other organizations offer.	2,9444
I do not feel that the work I do is appreciated.	3,9444
My efforts to do a good job are seldom blocked by red tape.	3,3111
I find I have to work harder at my job because of the incompetence of people I work with.	3,0556
I like doing the things I do at work.	3,9444
The goals of this organization are not clear to me.	4,1111
I feel unappreciated by the organization when I think about what they pay me.	3,8667
People get ahead as fast here as they do in other places.	3,4667
My supervisor shows too little interest in the feelings of subordinates.	3,1000
The benefit package we have is equitable.	3,5889
There are few rewards for those who work here.	3,4111
I have too much to do at work.	2,7556
I enjoy my coworkers.	3,8889
I often feel that I do not know what is going on with the organization.	3,6444

I feel a sense of pride in doing my job.	4,0222
I feel satisfied with my chances for salary increases.	3,7222
There are benefits we do not have which we should have.	3,4556
I like my supervisor.	3,5000
I have too much paperwork.	3,1667
I don't feel my efforts are rewarded the way they should be.	3,5889
I am satisfied with my chances for promotion.	3,4667
There is too much bickering and fighting at work.	4,0222
My job is enjoyable.	4,0000
Work assignments are not fully explained.	3,2556

Job satisfaction variable is divided into 9 subscales; pay, promotion, supervision, benefits, reward, procedures, coworkers, nature of work/work itself and communication, each subscales consist of 4 question items with a sum of 36 for job satisfaction variable.

Based on questionnaire result (Table 5.14), we can conclude that the lowest mean for items measuring job satisfaction is item 24 (2,7556), "I have too much to do at work", it means that nurses of RS Yos Sudarso feels that their task and workload in RS Yos Sudarso is quite high, because item 24 is negatively worded item and should be reversed. Table 5.14 also shows that the higher means for items measuring job satisfaction of nurses in RS Yos Sudarso is item 18

(4,1111), “The goals of this hospital are not clear to me”, means that nurses of RS Yos Sudarso mostly understand clearly about goals of the hospital, they know what the hospital’s expectation, because item 18 is negatively worded item and should be reversed.

### 5.4.3 Turnover Intention

**Table 5.15**

**Result of Turnover Intention from Questionnaire**

Question	Mean
I often think of leaving my current job.	2,8667
It is very possible that I leave my current job and hospital for other hospital next year.	2,8667
I plan to stay in this hospital to develop my career here.	2,8222
It is possible that I do not have a good future if I stay in this hospital.	3,1889

Based on questionnaire result (Table 5.15), we can conclude that the lowest mean for items measuring turnover intention is item 3 (2,8222), “I plan to stay in this hospital to develop my career”, means that nurses of RS Yos Sudarso mostly will stay in the hospital to try developing their career, because item 3 is negatively worded item and should be reversed. Table 5.15 also shows that the higher mean for items measuring turnover intention is item no 4 (3,1889), “ It is possible that I do not have a good future If I stay in this hospital”, the mean is slightly above median score. The mean is slightly over median score, so it is more

likely that nurses of RS Yos Sudarso mostly unsure about their future in the hospital, whether they will have a good future or not.

## **5.5 Discussion**

The following explanation will discuss each hypothesis and supported by result of previous research related with self-efficacy, job satisfaction and turnover intention.

*Hypothesis 1: There is a positive influence of self-efficacy on turnover intention.*

Based on the regression result, it can be explained that there is a significant impact of self-efficacy on turnover intention ( $p < 0,05$ ). It means that the higher the level of nurses' self-efficacy, the lower the level of their intention to leave the organization/hospital. This can be explained because, if someone has a high level of self-efficacy, their self believe in performing difficult tasks and a high workload will be high, they will not feel unable and depressed performing their tasks. If people feels uncomfortable and dislikes their job, their intent to leave the organization will be higher as well, but with a high self-efficacy, their intent to leave their job will be reduced, because they do not have any reason to leave their job because they feel they are able to do their tasks.

Chiu and Francesco (2001) have done a research about Dispositional traits and turnover intention: Examining the mediating role of job satisfaction and affective commitment. The research investigates the relationships between turnover intention and positive affectivity (PA) and negative affectivity (NA), and the mediating roles of job satisfaction and affective commitment in those relationships. PA is defined as a trait that reflects pervasive individual differences in positive emotionality and self concept. Individuals with high PA have an

overall sense of well being, and view themselves as active, self-efficacious and pleasurable engaged both interpersonally and in terms of achievement. NA is a trait that describes the tendency of an individual to experience a variety of negative emotions across time and situations. Individuals who are high in NA tend to be easily distressed, agitated, upset, pessimistic and dissatisfied. Based on a sample of 279 Chinese managers, PA predicts turnover intention, and job satisfaction mediates the relationship. However, NA is neither directly nor indirectly related to turnover intention. They hypothesize that (1) PA and NA are related to turnover intention, (2) The relationship between PA and turnover intention is mediated by job satisfaction and affective commitment, and (3) The relationship between NA and turnover intention is mediated by job satisfaction and affective commitment. In the research, job satisfaction mediated the effect of the PA-turnover relationship. Thus, it appears that PA works through job satisfaction to impact turnover intention.

*Hypothesis 2: There is a positive influence of self-efficacy on job satisfaction.*

Based on the regression result, it can be explained that there is a significant impact of self-efficacy on job satisfaction ( $p < 0,05$ ). Usually, people with a high self-efficacy will be more satisfied with their job, because their self believe to perform their task will be higher, so they will be more satisfied with their job.

Judge, T.A. and Bono, J.E. (2001) done research about the relationship of core self-evaluation traits – self-esteem, generalized self-efficacy, locus of control, and emotional stability – with job satisfaction and job performance, they find out that self-esteem, locus of control, neuroticism, and generalized self-

efficacy are significant predictors of both job satisfaction and job performance. Judge et al. (1997) argued that generalized self-efficacy should affect job satisfaction through its association with practical success on the job. Because individuals with high self-efficacy deal more effectively with difficulties and persist in the face of failure (Gist & Mitchell, 1992), they are more likely to attain valued outcomes and thus derive satisfaction from their jobs.

Bradley and Roberts (2004) have done research self-employment and job satisfaction: investigating the role of self-efficacy, depression, and seniority. Several expectations are evaluated in this research. First, self-employed persons should enjoy higher job satisfactions than others. Second, a portion of the association between job satisfaction and self-employment should be explained by higher levels of self-efficacy and lower levels of depression among the self-employed compared to others. Third, self-employment veterans are a select group and should be different systematically from self-employment newcomers with respect to reported job satisfaction. Findings offer support for the first and second argument above but not the third. The findings of this research suggest support for the argument that (1) persons reporting relatively high levels of self-efficacy generally are more satisfied with their jobs than are others; that (2) the self-employed typically report higher levels of self-efficacy than do others; and that (3) a portion of the relationship between job satisfaction and self-employment may be explained by relatively high self-efficacy among the self-employed.

*Hypothesis 3: There is a positive influence of job satisfaction on turnover intention.*

Based on the regression result, it can be explained that there is no significant impact of job satisfaction on turnover intention ( $p > 0,05$ ). This result shows that the mediating variable (job satisfaction) can not mediate the relationship between self-efficacy and turnover intention. The regression result does not support the hypothesis, in this case job satisfaction can not predict the turnover intention of nurses in RS Yos Sudarso. This finding is contrast with findings by most of researchers that examine the relationship between job satisfaction and turnover intention, most of researchers found that job satisfaction can predict turnover intention, because, commonly people who are not satisfied with their job will be likely have an intention to leave their job.

This might be happen because questions that used in measuring nurses' intention to leave the hospital is quite sensitive, nurses still feels that their answer can affect them, or nurses in RS Yos Sudarso really enjoy their work and want to stay at the hospital for a long time.

Alam and Mohammad (2009) have done a research about level of job satisfaction and intent to leave among Malaysian nurses. This study investigates the level of job satisfaction and intent to leave among Malaysian nurses. The objectives of the study were to examine the level of perceived job satisfaction and intention to leave. Based on the literature reviews an instrument of six facets of job satisfaction and intention to leave was developed to find the level of perceived job satisfaction and intention to leave. For this purpose, data from 153 nurses in one of the public sector hospital in Perlis were used. Findings of this study

suggested that the nursing staffs were moderately satisfied with their job in all the six facets of job satisfaction i.e. satisfaction with supervisor, job variety, closure, compensation, co-workers and HRM/management policies and therefore exhibits a perceived lower level of their intention to leave the hospital and the job.

Singh and Loncar (2010) have done a research about pay satisfaction, job satisfaction and turnover intent of registered nurse in Canada. The main purpose of this study was to investigate the relationship among pay satisfaction, job satisfaction and turnover intent. Using a multidimensional approach to pay satisfaction, data from 200 registered nurses in unionized hospital were analyzed. The regression results show that while pay satisfaction affects turnover intent, job satisfaction may be a more crucial variable in terms of nurses' turnover. The results show, both pay satisfaction and job satisfaction influence turnover among nurses. It is thus important that all aspects of pay – level, structure, benefits and raises – be taken into considerations in dealing with this issue. This study further suggests, however, that increases in compensation alone may not be sufficient to decrease turnover.

These findings show that there is a direct relationship between self-efficacy and job satisfaction, also for self-efficacy and turnover intention, but the mediating variable, job satisfaction variable, can not mediate the relationship between self-efficacy and turnover intention. So, the fourth hypothesis, "Job satisfaction has a role in mediating the relationship between self-efficacy and turnover intention" can not be accepted.

## CHAPTER VI

### CONCLUSION, LIMITATION AND SUGGESTION

This chapter will explain about conclusion of research, suggestion, limitation, and implication for future research.

#### 6.1 Conclusion

This study examines the mediating role of job satisfaction in the relationship between self-efficacy and turnover intention. This study use method proposed by Baron and Kenny (1984) to test four steps in simple mediation analysis. Analysis of data can be processed with regression analysis using SPSS for Windows. Sample of this study was nurses in RS Yos Sudarso.

1. Based on questionnaire result, we can conclude that the lowest mean for items measuring self-efficacy is item 2, "if someone opposes me, I can find the means and ways to get what I want", but the score mean is slightly above the median score, so their self believe in doing their job if they opposed or disturbed by someone are slightly low. The table also shows that the higher mean for items measuring self-efficacy is item 1, "I can always manage to solve difficult problems if I try hard enough". The mean score is quite high, so their self believe in doing their job and solving difficult problem if they try hard enough is quite high, they believe they can solve difficult problem that they faced, if they put serious effort in solving that problems.
2. Based on questionnaire result, we can conclude that the lowest mean for items measuring job satisfaction is item 24, "I have too much to do at

work”, it means that nurses of RS Yos Sudarso feels that their task and workload in RS Yos Sudarso is quite high. Table 5.14 also shows that the higher means for items measuring job satisfaction of nurses in RS Yos Sudarso is item 18, “The goals of this hospital are not clear to me”, means that nurses of RS Yos Sudarso mostly understand clearly about goals of the hospital, they know what the hospital’s expectation.

3. Based on questionnaire result, we can conclude that the lowest mean for items measuring turnover intention is item 3, “I plan to stay in this hospital to develop my career”, means that nurses of RS Yos Sudarso mostly will stay in the hospital to try developing their career. The questionnaire result also shows that the higher mean for items measuring turnover intention is item no 4, “It is possible that I do not have a good future If I stay in this hospital”, the mean is slightly above median score. The mean is slightly over median score, so it is more likely that nurses of RS Yos Sudarso mostly unsure about their future in the hospital, whether they will have a good future or not.
4. Based on the regression result, it can be explained that there is a significant impact of self-efficacy on turnover intention ( $p < 0,05$ ), it means that the higher the level of nurses’ self-efficacy, the lower the level of their intent to leave the organization/hospital. This can be explained because, if someone has a high level of self-efficacy, their self believe in performing difficult tasks and a high workload will be high, they will not fill unable and depressed performing their tasks. If people feels uncomfortable and dislikes their job, their intent to leave the organization will be higher as

well, but with a high self-efficacy, their intent to leave their job will be reduced, because they do not have any reason to leave their job because they feel they are able to do their tasks.

5. Based on the regression result, it can be explained that there is a significant impact of self-efficacy on job satisfaction ( $p < 0,05$ ). Usually, people with a high self-efficacy will be more satisfied with their job, because their self believe to perform their task will be higher, so they will be more satisfied with their job.
6. Based on the regression result, it can be explained that there is no significant impact of job satisfaction on turnover intention ( $p > 0,05$ ). This result shows that the mediating variable (job satisfaction) can not mediate the relationship between self-efficacy and turnover intention. The regression result does not support the hypothesis, in this case job satisfaction can not predict the turnover intention of nurses in RS Yos Sudarso. This finding is contrast with findings by most of researchers that examine the relationship between job satisfaction and turnover intention, most of researchers found that job satisfaction can predict turnover intention, because, commonly people who are not satisfied with their job will be likely have an intention to leave their job.

## **6.2 Implication of the Research**

This research has an implication for RS Yos Sudarso in order to reduce their weaknesses and know about condition of its nurses. This research can used to evaluate level of job satisfaction of nurses and examine its implication on their

performance. RS Yos Sudarso could conduct another research that related to this research, so that it can examine current condition of its nurses.

### **6.3 Limitation**

Some limitation should be mentioned:

1. The sample of this research only nurse not all of the employees due to the limitation of time and many other problem. For the futher research, the sample of the reasearcher could be all of the employees.
2. Responses to the questionnaires may be influenced by the individual's mood and by the environmental conditions in the setting at the time the questionnaires are completed.
3. Responses to the questionnaire could be not so honest.

### **6.4 Suggestion**

1. Based on the research result, job satisfaction is can not be a predictor of turnover intention, this is quite different from most of previous studies related with job satisfaction and turnover intention, so, management of the hospital could conduct research to retest the previous research.
2. Job satisfaction is really important, especially for nurses, because they are people that take care of patient and the hospital management should pay an attention to their job satisfaction.

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## APPENDIX

### KUESIONER PENELITIAN

Responden yang terhormat,

Pada saat ini penulis sedang mengadakan penelitian tentang “Mediating Role of Job Satisfaction in the Relationship between Self-efficacy and Turnover Intention”

Penelitian ini hanya untuk keperluan akademis, untuk itu penulis mengharapkan partisipasi Bapak/Ibu demi kelancaran penelitian ini. Atas partisipasi Bapak/Ibu kami ucapkan terima kasih. Semoga penelitian ini bermanfaat bagi kita semua.

Padang, Desember 2010

Muhammad Harits

## BAGIAN A: IDENTITAS RESPONDEN

1. Jenis Kelamin		
<input type="checkbox"/> Laki-laki		<input type="checkbox"/> Perempuan
2. Umur		
<input type="checkbox"/> < 20	<input type="checkbox"/> 40 – 49	
<input type="checkbox"/> 20 – 29	<input type="checkbox"/> > 50	
<input type="checkbox"/> 30 – 39		
3. Masa kerja sebagai perawat		
<input type="checkbox"/> < 5	<input type="checkbox"/> 10 – 14	<input type="checkbox"/> > 20
<input type="checkbox"/> 5 – 9	<input type="checkbox"/> 15 – 20	
4. Tingkat Pendidikan		
<input type="checkbox"/> SPK	<input type="checkbox"/> Lainnya (sebutkan)	
<input type="checkbox"/> Akademi/Diploma		
<input type="checkbox"/> Sarjana		
5. Status		
<input type="checkbox"/> Belum menikah	<input type="checkbox"/> Menikah	

### BAGIAN B:

Untuk setiap pertanyaan, silahkan evaluasi dan beri tanda cheklis pada kotak yang tersedia yang menggambarkan jawaban anda. Seberapa yakin anda setuju atau tidak setuju dengan setiap pertanyaan.

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>Tidak Setuju</b>	<b>Kurang Setuju</b>	<b>Netral</b>	<b>Setuju</b>	<b>Sangat Setuju</b>

KEYAKINAN DIRI	1	2	3	4	5
1. Saya selalu bisa memecahkan masalah yang sulit kalau saya berusaha dengan keras.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Jika seseorang menghambat tujuan saya, saya bisa menemukan cara untuk mendapatkan apa yang saya inginkan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Saya tidak mempunyai kesulitan untuk melaksanakan niat dan tujuan saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Saya percaya saya bisa menghadapi situasi yang tak terduga dengan baik.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Kalau saya berhadapan dengan sesuatu yang tak terduga, saya tahu bagaimana menanganinya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Saya bisa memecahkan setiap masalah jika saya berusaha dengan baik.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Saya dapat menghadapi kesulitan dengan tenang, karena saya dapat mengandalkan kemampuan saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Kalau saya menghadapi masalah, biasanya saya bisa menemukan beberapa solusi untuk permasalahan itu.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Jika saya dalam kesusahan, saya biasanya bisa memikirkan pemecahannya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Apapun yang terjadi, saya akan siap menanganinya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KEPUASAN KERJA	1	2	3	4	5
1. Saya merasa saya dibayar dengan jumlah yang adil untuk pekerjaan yang saya lakukan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Kesempatan untuk promosi pada pekerjaan saya terlalu kecil.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Supervisor saya cukup kompeten/cakap dalam melakukan pekerjaannya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Saya tidak puas dengan keuntungan yang saya terima.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Ketika saya melakukan pekerjaan dengan baik, saya menerima pengakuan yang pantas saya terima untuk itu.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Banyak aturan dan prosedur di sini yang membuat pekerjaan menjadi sulit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Saya suka dengan orang yang bekerja bersama saya	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. Saya kadang-kadang merasa pekerjaan saya tidak ada artinya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Komunikasi yang terjalin dalam organisasi ini sepertinya baik.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Kesempatan promosi sepertinya terlalu sedikit.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Mereka yang bekerja dengan baik memiliki kesempatan yang sama untuk dipromosikan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Supervisor saya berlaku tidak adil terhadap saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Keuntungan yang kami terima sama baiknya dengan yang ditawarkan oleh kebanyakan rumah sakit lain.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Saya merasa bahwa pekerjaan yang saya lakukan tidak dihargai.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Upaya saya untuk melakukan pekerjaan dengan baik jarang diblokir oleh birokrasi.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Saya merasa saya harus bekerja lebih keras karena ketidakmampuan dari rekan kerja saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Saya menyukai pekerjaan yang saya lakukan di tempat kerja.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Tujuan dari perusahaan ini tidak jelas bagi saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Saya merasa tidak dihargai oleh organisasi ketika saya berpikir tentang bayaran saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. Orang maju dengan cepat disini seperti di tempat lain.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Atasan menunjukkan minat yang terlalu sedikit terhadap perasaan bawahan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Kami mendapatkan bonus yang adil.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Hanya ada sedikit penghargaan bagi mereka yang bekerja di sini.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Ada terlalu banyak pekerjaan yang harus saya lakukan di tempat kerja.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

25. Saya menikmati bekerja dengan rekan - rekan kerja saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Saya sering merasa bahwa saya tidak tahu apa yang terjadi dengan perusahaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Saya merasakan rasa bangga dalam melakukan pekerjaan saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Saya merasa puas dengan peluang saya untuk kenaikan gaji.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. Ada keuntungan yang tidak kami dapatkan tetapi seharusnya kami dapatkan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Saya menyukai atasan saya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Saya memiliki terlalu banyak pekerjaan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Saya tidak merasa pekerjaan saya dihargai seperti seharusnya.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Saya puas dengan kesempatan saya untuk promosi.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Ada terlalu banyak pertengkaran dan perkelahian di tempat kerja.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35. Pekerjaan saya menyenangkan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Tugas – tugas tidak sepenuhnya dijelaskan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

KEINGINAN BERPINDAH	1	2	3	4	5
1. Saya sering berfikir keluar dari pekerjaan saya sekarang.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Saya mungkin meninggalkan rumah sakit dan pekerjaan saya untuk rumah sakit yang lain tahun depan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Saya berencana tetap tinggal di rumah sakit ini untuk mengembangkan karir dalam organisasi ini.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Saya mungkin tidak mempunyai masa depan yang baik jika saya tetap tinggal dalam rumah sakit ini.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

# VALIDITY AND RELIABILITY TESTING

## SELF-EFFICACY VARIABLE

### VALIDITY

#### Case Processing Summary

		N	%
Cases	Valid	90	100,0
	Excluded(a)	0	,0
	Total	90	100,0

a Listwise deletion based on all variables in the procedure.

#### Item Statistics

	Mean	Std. Deviation	N
self-efficacy(item1)	4,3889	,49023	90
self-efficacy(item2)	3,4667	,65686	90
self-efficacy(item3)	3,5000	,76804	90
self-efficacy(item4)	3,7333	,55688	90
self-efficacy(item5)	3,6111	,61250	90
self-efficacy(item6)	4,3778	,55238	90
self-efficacy(item7)	3,8889	,66102	90
self-efficacy(item8)	4,0222	,67003	90
self-efficacy(item9)	3,7111	,65762	90
self-efficacy(item10)	4,0667	,64998	90

#### Inter-Item Correlation Matrix

	self-efficacy(item1)	self-efficacy(item2)	self-efficacy(item3)	self-efficacy(item4)	self-efficacy(item5)	self-efficacy(item6)	self-efficacy(item7)	self-efficacy(item8)	self-efficacy(item9)	self-efficacy(item10)
self-efficacy(item1)	1,000	,058	,373	,220	,173	,530	,412	,213	,248	,306
self-efficacy(item2)	,058	1,000	,156	,160	,065	,314	,069	,053	-,179	,216
self-efficacy(item3)	,373	,156	1,000	,289	,394	,344	,465	,284	,289	,495
self-efficacy(item4)	,220	,160	,289	1,000	,582	,404	,468	,498	,401	,515
self-efficacy(item5)	,173	,065	,394	,582	1,000	,339	,364	,350	,276	,489
self-efficacy(item6)	,530	,314	,344	,404	,339	1,000	,455	,402	,304	,461
self-efficacy(item7)	,412	,069	,465	,468	,364	,455	1,000	,412	,391	,540
self-efficacy(item8)	,213	,053	,284	,498	,350	,402	,412	1,000	,550	,435
self-efficacy(item9)	,248	-,179	,289	,401	,276	,304	,391	,550	1,000	,308
self-efficacy(item10)	,306	,216	,495	,515	,489	,461	,540	,435	,308	1,000

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
self-efficacy(item1)	34,3778	13,833	,436	,365	,820
self-efficacy(item2)	35,3000	14,504	,146	,246	,849
self-efficacy(item3)	35,2667	12,175	,541	,376	,811
self-efficacy(item4)	35,0333	12,842	,629	,511	,802
self-efficacy(item5)	35,1556	12,942	,533	,428	,811
self-efficacy(item6)	34,3889	12,892	,622	,492	,803
self-efficacy(item7)	34,8778	12,288	,634	,452	,799
self-efficacy(item8)	34,7444	12,552	,561	,437	,807
self-efficacy(item9)	35,0556	13,109	,446	,417	,819
self-efficacy(item10)	34,7000	12,167	,678	,492	,795

## RELIABILITY

### Case Processing Summary

		N	%
Cases	Valid	90	100,0
	Excluded(a)	0	,0
	Total	90	100,0

a Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
,849	9

## JOB SATISFACTION VARIABLE

## VALIDITY

### Case Processing Summary

		N	%
Cases	Valid	90	100,0
	Excluded(a)	0	,0
	Total	90	100,0

a Listwise deletion based on all variables in the procedure.

**Item Statistics**

	Mean	Std. Deviation	N
pay(item1)	3,6556	,92604	90
pay(item10)	3,2667	1,10971	90
pay(item19)	3,8667	,97381	90
pay(item28)	3,7222	,89978	90
promotion(item2)	3,3333	1,02771	90
promotion(item11)	3,9333	,95752	90
promotion(item20)	3,4667	,93856	90
promotion(item33)	3,4667	,92651	90
supervisor(item3)	3,4778	,86411	90
supervisor(item12)	3,8000	,92651	90
supervisor(item21)	3,1000	1,06053	90
supervisor(item30)	3,5000	,90256	90
benefits(item4)	3,6333	,97669	90
benefits(item13)	2,9444	,72455	90
benefits(item22)	3,5889	,89812	90
benefits(item29)	3,4556	1,08266	90
reward(item5)	3,7667	,90006	90
reward(item14)	3,9444	,95236	90
reward(item23)	3,4111	,97028	90
reward(item32)	3,5889	,89812	90
procedures(item6)	3,2222	1,02527	90
procedures(item15)	3,3111	,81619	90
procedures(item24)	2,7556	,73913	90
procedures(item31)	3,1667	,73820	90
coworkers(item7)	4,0778	,75294	90
coworkers(item16)	3,0556	,96409	90
coworkers(item25)	3,8889	,89247	90
coworkers(item34)	4,0222	,94783	90
nature of work(item8)	4,0556	,96409	90
nature of work(item17)	3,9444	,83949	90
nature of work(item27)	4,0222	,88658	90
nature of work(item35)	4,0000	,84800	90
communication(item9)	3,9222	,87702	90
communication(item18)	4,1111	,89247	90
communication(item26)	3,6444	,90332	90
communication(item36)	3,2556	1,09710	90

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
pay(item1)	125,7222	360,135	,643	.	,944
pay(item10)	126,1111	352,617	,714	.	,943
pay(item19)	125,5111	357,713	,677	.	,944
pay(item28)	125,6556	357,329	,749	.	,943
promotion(item2)	126,0444	357,931	,633	.	,944
promotion(item11)	125,4444	362,519	,553	.	,945
promotion(item20)	125,9111	356,059	,753	.	,943
promotion(item33)	125,9111	357,835	,711	.	,943
supervisor(item3)	125,9000	361,102	,663	.	,944
supervisor(item12)	125,5778	360,786	,624	.	,944
supervisor(item21)	126,2778	362,248	,501	.	,945
supervisor(item30)	125,8778	359,142	,691	.	,944
benefits(item4)	125,7444	358,485	,654	.	,944
benefits(item13)	126,4333	376,967	,217	.	,947
benefits(item22)	125,7889	358,371	,718	.	,943
benefits(item29)	125,9222	352,926	,725	.	,943
reward(item5)	125,6111	367,431	,445	.	,946
reward(item14)	125,4333	359,709	,636	.	,944
reward(item23)	125,9667	355,696	,737	.	,943
reward(item32)	125,7889	359,652	,680	.	,944
procedures(item6)	126,1556	361,122	,550	.	,945
procedures(item15)	126,0667	366,715	,519	.	,945
procedures(item24)	126,6222	375,474	,265	.	,947
procedures(item31)	126,2111	379,112	,137	.	,947
coworkers(item7)	125,3000	368,235	,512	.	,945
coworkers(item16)	126,3222	379,300	,090	.	,948
coworkers(item25)	125,4889	362,590	,595	.	,944
coworkers(item34)	125,3556	362,367	,564	.	,945
nature of work(item8)	125,3222	364,401	,497	.	,945
nature of work(item17)	125,4333	365,215	,551	.	,945
nature of work(item27)	125,3556	364,524	,541	.	,945
nature of work(item35)	125,3778	364,170	,578	.	,945
communication(item9)	125,4556	360,520	,670	.	,944
communication(item18)	125,2667	360,737	,651	.	,944
communication(item26)	125,7333	363,748	,553	.	,945
communication(item36)	126,1222	380,558	,043	.	,949

## RELIABILITY

### Case Processing Summary

		N	%
Cases	Valid	90	100,0
	Excluded(a)	0	,0
	Total	90	100,0

a Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
,956	31

## TURNOVER INTENTION VARIABLE

## VALIDITY

### Case Processing Summary

		N	%
Cases	Valid	90	100,0
	Excluded(a)	0	,0
	Total	90	100,0

a Listwise deletion based on all variables in the procedure.

### Item Statistics

	Mean	Std. Deviation	N
turnover intention(item1)	2,8667	,92651	90
turnover intention(item2)	2,8667	,97381	90
turnover intention(item3)	2,8222	,89415	90
turnover intention(item4)	3,1889	,53830	90

### Inter-Item Correlation Matrix

	turnover intention(it em1)	turnover intention(it em2)	turnover intention(it em3)	turnover intention(it em4)
turnover intention(item1)	1,000	,466	,120	,389
turnover intention(item2)	,466	1,000	,218	,241
turnover intention(item3)	,120	,218	1,000	-,116
turnover intention(item4)	,389	,241	-,116	1,000

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
turnover intention(item1)	8,8778	2,558	,482	,303	,305
turnover intention(item2)	8,8778	2,423	,486	,253	,294
turnover intention(item3)	8,9222	3,578	,138	,084	,621
turnover intention(item4)	8,5556	4,025	,245	,188	,529

## RELIABILITY

### Case Processing Summary

		N	%
Cases	Valid	90	100,0
	Excluded(a)	0	,0
	Total	90	100,0

a Listwise deletion based on all variables in the procedure.

### Reliability Statistics

Cronbach's Alpha	N of Items
,635	2

## RESULT OF DESCRIPTIVE ANALYSIS

### SELF EFFICACY VARIABLE

#### FREQUENCY TABLE

**self-efficacy(item1)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	55	61,1	61,1	61,1
	Strongly Agree	35	38,9	38,9	100,0
	Total	90	100,0	100,0	

**self-efficacy(item2)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	3,3	3,3	3,3
	Neutral	47	52,2	52,2	55,6
	Agree	35	38,9	38,9	94,4
	Strongly Agree	5	5,6	5,6	100,0
	Total	90	100,0	100,0	

**self-efficacy(item3)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	4,4	4,4	4,4
	Neutral	48	53,3	53,3	57,8
	Agree	27	30,0	30,0	87,8
	Strongly Agree	11	12,2	12,2	100,0
	Total	90	100,0	100,0	

**self-efficacy(item4)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	29	32,2	32,2	32,2
	Agree	56	62,2	62,2	94,4
	Strongly Agree	5	5,6	5,6	100,0
	Total	90	100,0	100,0	

**self-efficacy(item5)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	41	45,6	45,6	45,6
	Agree	43	47,8	47,8	93,3
	Strongly Agree	6	6,7	6,7	100,0
	Total	90	100,0	100,0	

**self-efficacy(item6)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	3	3,3	3,3	3,3
	Agree	50	55,6	55,6	58,9
	Strongly Agree	37	41,1	41,1	100,0
	Total	90	100,0	100,0	

**self-efficacy(item7)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	25	27,8	27,8	27,8
	Agree	50	55,6	55,6	83,3
	Strongly Agree	15	16,7	16,7	100,0
	Total	90	100,0	100,0	

**self-efficacy(item8)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1,1	1,1	1,1
	Neutral	16	17,8	17,8	18,9
	Agree	53	58,9	58,9	77,8
	Strongly Agree	20	22,2	22,2	100,0
	Total	90	100,0	100,0	

**self-efficacy(item9)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2,2	2,2	2,2
	Neutral	30	33,3	33,3	35,6
	Agree	50	55,6	55,6	91,1
	Strongly Agree	8	8,9	8,9	100,0
	Total	90	100,0	100,0	

**self-efficacy(item10)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	16	17,8	17,8	17,8
	Agree	52	57,8	57,8	75,6
	Strongly Agree	22	24,4	24,4	100,0
	Total	90	100,0	100,0	

**JOB SATISFACTION VARIABLE**

**FREQUENCY TABLE**

**Pay(item1)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	14,4	14,4	14,4
	Neutral	20	22,2	22,2	36,7
	Agree	42	46,7	46,7	83,3
	Strongly Agree	15	16,7	16,7	100,0
	Total	90	100,0	100,0	

**pay(item10)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1,1	1,1	1,1
	Disagree	27	30,0	30,0	31,1
	Neutral	25	27,8	27,8	58,9
	Agree	21	23,3	23,3	82,2
	Strongly Agree	16	17,8	17,8	100,0
	Total	90	100,0	100,0	

**pay(item19)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	12,2	12,2	12,2
	Neutral	16	17,8	17,8	30,0
	Agree	37	41,1	41,1	71,1
	Strongly Agree	26	28,9	28,9	100,0
	Total	90	100,0	100,0	

**pay(item28)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	8,9	8,9	8,9
	Neutral	28	31,1	31,1	40,0
	Agree	35	38,9	38,9	78,9
	Strongly Agree	19	21,1	21,1	100,0
	Total	90	100,0	100,0	

**promotion(item2)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	24	26,7	26,7	26,7
	Neutral	25	27,8	27,8	54,4
	Agree	28	31,1	31,1	85,6
	Strongly Agree	13	14,4	14,4	100,0
	Total	90	100,0	100,0	

**promotion(item11)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5,6	5,6	5,6
	Neutral	29	32,2	32,2	37,8
	Agree	23	25,6	25,6	63,3
	Strongly Agree	33	36,7	36,7	100,0
	Total	90	100,0	100,0	

**promotion(item20)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	17,8	17,8	17,8
	Neutral	28	31,1	31,1	48,9
	Agree	34	37,8	37,8	86,7
	Strongly Agree	12	13,3	13,3	100,0
	Total	90	100,0	100,0	

**promotion(item33)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	14,4	14,4	14,4
	Neutral	36	40,0	40,0	54,4
	Agree	27	30,0	30,0	84,4
	Strongly Agree	14	15,6	15,6	100,0
	Total	90	100,0	100,0	

**supervisor(item3)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	14	15,6	15,6	15,6
	Neutral	27	30,0	30,0	45,6
	Agree	41	45,6	45,6	91,1
	Strongly Agree	8	8,9	8,9	100,0
	Total	90	100,0	100,0	

**supervisor(item12)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	8,9	8,9	8,9
	Neutral	25	27,8	27,8	36,7
	Agree	34	37,8	37,8	74,4
	Strongly Agree	23	25,6	25,6	100,0
	Total	90	100,0	100,0	

**supervisor(item21)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	5,6	5,6	5,6
	Disagree	23	25,6	25,6	31,1
	Neutral	28	31,1	31,1	62,2
	Agree	26	28,9	28,9	91,1
	Strongly Agree	8	8,9	8,9	100,0
	Total	90	100,0	100,0	

**supervisor(item30)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1,1	1,1	1,1
	Disagree	10	11,1	11,1	12,2
	Neutral	34	37,8	37,8	50,0
	Agree	33	36,7	36,7	86,7
	Strongly Agree	12	13,3	13,3	100,0
	Total	90	100,0	100,0	

**benefits(item4)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	13	14,4	14,4	14,4
	Neutral	26	28,9	28,9	43,3
	Agree	32	35,6	35,6	78,9
	Strongly Agree	19	21,1	21,1	100,0
	Total	90	100,0	100,0	

**benefits(item13)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	25	27,8	27,8	27,8
	Neutral	46	51,1	51,1	78,9
	Agree	18	20,0	20,0	98,9
	Strongly Agree	1	1,1	1,1	100,0
	Total	90	100,0	100,0	

**benefits(item22)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	11,1	11,1	11,1
	Neutral	32	35,6	35,6	46,7
	Agree	33	36,7	36,7	83,3
	Strongly Agree	15	16,7	16,7	100,0
	Total	90	100,0	100,0	

**benefits(item29)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2,2	2,2	2,2
	Disagree	20	22,2	22,2	24,4
	Neutral	18	20,0	20,0	44,4
	Agree	35	38,9	38,9	83,3
	Strongly Agree	15	16,7	16,7	100,0
	Total	90	100,0	100,0	

**reward(item5)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	8,9	8,9	8,9
	Neutral	25	27,8	27,8	36,7
	Agree	37	41,1	41,1	77,8
	Strongly Agree	20	22,2	22,2	100,0
	Total	90	100,0	100,0	

**reward(item14)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	9	10,0	10,0	10,0
	Neutral	16	17,8	17,8	27,8
	Agree	36	40,0	40,0	67,8
	Strongly Agree	29	32,2	32,2	100,0
	Total	90	100,0	100,0	

reward(item23)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	20	22,2	22,2	22,2
Neutral	24	26,7	26,7	48,9
Agree	35	38,9	38,9	87,8
Strongly Agree	11	12,2	12,2	100,0
Total	90	100,0	100,0	

reward(item32)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	12	13,3	13,3	13,3
Neutral	26	28,9	28,9	42,2
Agree	39	43,3	43,3	85,6
Strongly Agree	13	14,4	14,4	100,0
Total	90	100,0	100,0	

procedures(item6)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	26	28,9	28,9	28,9
Neutral	31	34,4	34,4	63,3
Agree	20	22,2	22,2	85,6
Strongly Agree	13	14,4	14,4	100,0
Total	90	100,0	100,0	

procedures(item15)

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	10	11,1	11,1	11,1
Neutral	52	57,8	57,8	68,9
Agree	18	20,0	20,0	88,9
Strongly Agree	10	11,1	11,1	100,0
Total	90	100,0	100,0	

**procedures(item24)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	1,1	1,1	1,1
	Disagree	35	38,9	38,9	40,0
	Neutral	39	43,3	43,3	83,3
	Agree	15	16,7	16,7	100,0
	Total	90	100,0	100,0	

**procedures(item31)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	16	17,8	17,8	17,8
	Neutral	45	50,0	50,0	67,8
	Agree	27	30,0	30,0	97,8
	Strongly Agree	2	2,2	2,2	100,0
	Total	90	100,0	100,0	

**coworkers(item7)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	1,1	1,1	1,1
	Neutral	19	21,1	21,1	22,2
	Agree	42	46,7	46,7	68,9
	Strongly Agree	28	31,1	31,1	100,0
	Total	90	100,0	100,0	

**coworkers(item16)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	3,3	3,3	3,3
	Disagree	23	25,6	25,6	28,9
	Neutral	37	41,1	41,1	70,0
	Agree	20	22,2	22,2	92,2
	Strongly Agree	7	7,8	7,8	100,0
	Total	90	100,0	100,0	

coworkers(item25)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5,6	5,6	5,6
	Neutral	26	28,9	28,9	34,4
	Agree	33	36,7	36,7	71,1
	Strongly Agree	26	28,9	28,9	100,0
	Total	90	100,0	100,0	

coworkers(item34)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5,6	5,6	5,6
	Neutral	24	26,7	26,7	32,2
	Agree	25	27,8	27,8	60,0
	Strongly Agree	36	40,0	40,0	100,0
	Total	90	100,0	100,0	

nature of work(item8)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	8	8,9	8,9	8,9
	Neutral	15	16,7	16,7	25,6
	Agree	31	34,4	34,4	60,0
	Strongly Agree	36	40,0	40,0	100,0
	Total	90	100,0	100,0	

nature of work(item17)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	6,7	6,7	6,7
	Neutral	16	17,8	17,8	24,4
	Agree	45	50,0	50,0	74,4
	Strongly Agree	23	25,6	25,6	100,0
	Total	90	100,0	100,0	

**nature of work(item27)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	6,7	6,7	6,7
	Neutral	16	17,8	17,8	24,4
	Agree	38	42,2	42,2	66,7
	Strongly Agree	30	33,3	33,3	100,0
	Total	90	100,0	100,0	

**nature of work(item35)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	3,3	3,3	3,3
	Neutral	23	25,6	25,6	28,9
	Agree	35	38,9	38,9	67,8
	Strongly Agree	29	32,2	32,2	100,0
	Total	90	100,0	100,0	

**communication(item9)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	5	5,6	5,6	5,6
	Neutral	23	25,6	25,6	31,1
	Agree	36	40,0	40,0	71,1
	Strongly Agree	26	28,9	28,9	100,0
	Total	90	100,0	100,0	

**communication(item18)**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	6	6,7	6,7	6,7
	Neutral	13	14,4	14,4	21,1
	Agree	36	40,0	40,0	61,1
	Strongly Agree	35	38,9	38,9	100,0
	Total	90	100,0	100,0	

communication(item26)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	11,1	11,1	11,1
	Neutral	28	31,1	31,1	42,2
	Agree	36	40,0	40,0	82,2
	Strongly Agree	16	17,8	17,8	100,0
	Total	90	100,0	100,0	

communication(item36)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2,2	2,2	2,2
	Disagree	24	26,7	26,7	28,9
	Neutral	28	31,1	31,1	60,0
	Agree	21	23,3	23,3	83,3
	Strongly Agree	15	16,7	16,7	100,0
	Total	90	100,0	100,0	

TURNOVER INTENTION VARIABLE

FREQUENCY TABLE

turnover intention(item1)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	42	46,7	46,7	46,7
	Neutral	21	23,3	23,3	70,0
	Agree	24	26,7	26,7	96,7
	Strongly Agree	3	3,3	3,3	100,0
	Total	90	100,0	100,0	

turnover intention(item2)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	42	46,7	46,7	46,7
	Neutral	25	27,8	27,8	74,4
	Agree	16	17,8	17,8	92,2
	Strongly Agree	7	7,8	7,8	100,0
	Total	90	100,0	100,0	

turnover intention(item3)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	2,2	2,2	2,2
	Disagree	34	37,8	37,8	40,0
	Neutral	37	41,1	41,1	81,1
	Agree	12	13,3	13,3	94,4
	Strongly Agree	5	5,6	5,6	100,0
	Total	90	100,0	100,0	

turnover intention(item4)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	2,2	2,2	2,2
	Neutral	73	81,1	81,1	83,3
	Agree	11	12,2	12,2	95,6
	Strongly Agree	4	4,4	4,4	100,0
	Total	90	100,0	100,0	

## RESULT OF REGRESSION ANALYSIS

### SELF-EFFICACY AND TURNOVER INTENTION

#### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	mean_se(a)	.	Enter

a All requested variables entered.

b Dependent Variable: mean\_toi

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,261(a)	,068	,058	,53413

a Predictors: (Constant), mean\_se

#### ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,839	1	1,839	6,446	,013(a)
	Residual	25,106	88	,285		
	Total	26,945	89			

a Predictors: (Constant), mean\_se

b Dependent Variable: mean\_toi

#### Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1,604	,528		3,039	,003
	mean_se	,340	,134	,261	2,539	,013

a Dependent Variable: mean\_toi

### SELF-EFFICACY AND JOB SATISFACTION

#### Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	mean_se(a)	.	Enter

a All requested variables entered.

b Dependent Variable: mean\_js

#### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,417(a)	,174	,165	,55871

a Predictors: (Constant), mean\_se

**ANOVA(b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5,784	1	5,784	18,528	,000(a)
	Residual	27,470	88	,312		
	Total	33,253	89			

a Predictors: (Constant), mean\_se

b Dependent Variable: mean\_js

**Coefficients(a)**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1,321	,552		2,393	,019
	mean_se	,602	,140	,417	4,304	,000

a Dependent Variable: mean\_js

**JOB SATISFACTION AND TURNOVER INTENTION**

**Variables Entered/Removed(b)**

Model	Variables Entered	Variables Removed	Method
1	mean_js(a)	.	Enter

a All requested variables entered.

b Dependent Variable: mean\_toi

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,045(a)	,002	-,009	,55278

a Predictors: (Constant), mean\_js

**ANOVA(b)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,055	1	,055	,180	,673(a)
	Residual	26,890	88	,306		
	Total	26,945	89			

a Predictors: (Constant), mean\_js

b Dependent Variable: mean\_toi

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	2,786	,358		7,785	,000
	mean_js	,041	,096	,045	,424	,673

a Dependent Variable: mean\_toi

## SELF-EFFICACY, JOB SATISFACTION AND TURNOVER INTENTION

Variables Entered/Removed(b)

Model	Variables Entered	Variables Removed	Method
1	mean_js, mean_se(a)		Enter

a All requested variables entered.

b Dependent Variable: mean\_toi

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,271(a)	,073	,052	,53577

a Predictors: (Constant), mean\_js, mean\_se

ANOVA(b)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,972	2	,986	3,435	,037(a)
	Residual	24,973	87	,287		
	Total	26,945	89			

a Predictors: (Constant), mean\_js, mean\_se

b Dependent Variable: mean\_toi

Coefficients(a)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	1,696	,546		3,103	,003
	mean_se	,382	,148	,293	2,584	,011
	mean_js	-,070	,102	-,077	-,680	,498

a Dependent Variable: mean\_toi