

THESIS

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



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06 152 163

Proposed as a partial requirement to obtain Bachelor Degree

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PADANG

2011



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

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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

Skripsi ini telah dipertahankan di depan sidang penguji dan dinyatakan lulus pada tanggal 17 Januari 2011.

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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

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

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