THE MEDIATING EFFECTS OF ORGANIZATIONAL IDENTIFICATION ON THE RELATIONSHIP BETWEEN SELF-EFFICACY AND TURNOVER INTENTION

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Abstract— Intensive competition existing in today's world has increased the importance of human resource which is one of the most resources among the costs of the businesses. Many businesses that are aware of this importance have been looking for remedies to retain the human resource. In addition to this, they are conscious of utilizing positive psychological elements of the only factor which have been presented to have positive effect in many researches which may help them on this subject. In this study conducted with the participation of market employees in the retail sector which is one of the leading sectors where the competition is intensive and where the employee circulation level is the highest, it was researched whether organizational identification has a mediating effect on the relationship between self-efficacy and turnover intention. With this purpose, data obtained with questionnaire forms from 718 employees working in chain market businesses having about 70 branches which are active in Ankara-Turkey were analyzed. In the study, relationships between the variables and their effects were revealed with correlation and regression analysis and mediating effect was researched. According to the results obtained, organizational identification has a partial indirect effect on the relationship between self-efficacy and turnover intention.

Index Terms— Organizational Identification, Self-Efficacy, Turnover Intention, Mediating Effect, Turkey

I. INTRODUCTION

Conditions of uncertainty in today's world caused by relentless competition environment provide both advantages and disadvantages for the businesses. The businesses which are aware of this condition give importance to potential of existing human resources and try to provide a competitive advantage, trying to use this resource as best as they can and to retain them. Within this scope, the businesses having this opinion have been conducting a number of studies in order to obtain information about the subjects such as what should be done to retain the existing human resource, what should be done to reduce leaves of employment, that is, turnover, what can be the variables that affect these, etc.

Positive psychology investigating positive feelings, positive personality characteristics of the employees stated above, and the businesses which enable these feelings and characteristics to emerge and positive organizational behavior which is the area of usage of the positive psychology in the business life come up [1].

Positive organizational behavior researches mentioned are focusing on "psychological capital" term, going a little beyond the point of view "Human Capital" which involves many factors [2]. Psychological capital is a variable having sub-dimensions such as hope, self-efficacy, optimism and psychological endurance etc. and gives importance to trainable, improvable, and directional aspects of the human resource [3]. In this study, it is aimed at revealing strong sides of the human resource within the framework of positive feelings, explaining self-efficacy and organizational identification among the sub-dimensions of psychological capital which is an important variable in moving it higher, investigating the effects of these variables on the turnover intention. It was observed that self-efficacy perception of the employees related to work affected many behaviors and attitudes which are beneficial for both the organization and the employee such as job performance, motivation and slow turnover (4, 5, and 6). In the studies conducted in this field, the importance of self-efficacy perception of employees has been mentioned.

That the employees feel they are sincerely attached to the business they work for can be the antecedent of many positive organizational behaviors (such as job satisfaction, job performance, turnover decrease, reduced work stress, reduced leave of absence.) [7, 8]. Within this scope, the term "organizational identification" which has attracted attention of the researchers recently is important [9]. Organizational identification is defined as that employees and their organizations are in harmony, that employees give additional support to the organization in the behavioral dimension, and that they feel as if they are a part of the organization and they become integrated with the organization [10].

Another variable whose relationship with self-efficacy is investigated is the turnover intention. The turnover intention defines his behavioral intention causing him to leave the job [11]. It is expected that levels of turnover of employees with higher self-efficacy is low. Although the number of studies dealing with the relationship between self-efficacy and organizational identification and turnover intention separately is too

limited [12], there are various studies dealing with the relationship between psychological capital and organizational identification and turnover intention [9, 13].

The main purpose of this study is to investigate the effects of self-efficacy, which is a sub-dimension of psychological capital whose importance is getting higher, on organizational identification and turnover intention in the competition environment in today's world and the second one is to reveal whether perception of organizational identification of employees has a mediating effect on the relationship between self-efficacy and turnover intention. In the literature review, although there are many studies in which relationships between self-efficacy, organizational identification and turnover intention variables are investigated in pairs with each other or with other variables; no study in which all of them were dealt with together was found. From this perspective, it is thought that the results to be obtained as a result of investigation carried out between the mediating effect of organizational identification and relationships between the variables will contribute to the literature. In addition, it is thought that the results to be obtained from the study will attract attention to the importance of activities aimed at increasing perceptions of self-efficacy and organizational identification of the employees which have important benefits for reducing costs of employment and training resources by retaining the human resource.

II. LITERATURE REVIEW AND HYPOTHESES

Self-Efficacy (Perceived self-efficacy) which is within the social learning hypothesis of Bandura [14] means that you consider yourself competent. Bandura defines the term self-efficacy which plays an important role in the formation of behaviors as "individual's personal judgment for himself about his successful fulfilling capacity by organizing events which is required for presenting his performances in certain areas" [14].

Self-efficacy, which is one of the sub-dimensions of psychological capital, showing general beliefs of people in their skills and talents for achieving certain subjects, confront us as a process related to employee's believing in themselves in achieving successes and goals or to their learning by taking successful models as examples. Increase in self-efficacy, with the aspects of determining bigger purposes and being able to surmount the obstacles that may form during this process, takes an important place in organizational success and performance [3]. Besides, according to Luthans & Youssef [15], individuals, whose self-efficacy are high, choose hard works, keep their motivations high, try hard to achieve their goals and are determined against hardships.

The precautions to be taken in order to reduce even to stop turnover intentions of employees with high performance contributing to increasing organization and individual employee's performance and enabling positive organizational condition to continue have a vital importance in today's world [16]. Voluntary turnover causes huge losses and affects organization efficiency negatively because employees in whom materially and morally have been invested by the businesses are lost and the activities of the business are hindered [17]. Therefore, it is important that main processes affecting turnover be focused [12]. Because, businesses do not want to suffer from damages that knowledge accumulation loss has caused resulting in turnover decision of employees [18]. The researches show that there is an important relationship between turnover intentions and voluntary turnover and therefore, turnover intention can be used as an indicator of voluntary turnover [19]. Turnover intention which points out behavioral intention of an employee causing him to leave his job [11] was included in the study because of these important reasons.

Organizational identification, mediating variable of our study is a term increasing shares of employees in the success of the organization. Organization identification is generally closely related with the social identity hypothesis [20]. Individual's integration with the organization, sharing his success and failure during the process of socialization has been described in different studies as organizational identification. [21]. Ashforth and Mael [22] stated that "including success or failure experience of the organization should be perceived as belonging to the group and unanimity, that is, integrity." It means that employees are expected to have positive work attitude. In other words, Pratt defined organizational identification as "a person's achieving his integration with the organization" [23].

In the studies conducted, many variables affecting turnover intention positively or negatively have been pointed out. One of these variables is self-efficacy perception of employees and it has been found in the studies conducted up to know that turnover intentions of individuals whose self-efficacy perception levels are high are low [3, 24, 25, 26].

It has been revealed in a number of researches performed that the term psychological capital which is considered to be positive development of individuals [27] affects many positive organizational behavior variables and increases the positive behaviors mentioned. Development of organizational identification is based on social identity theory which assumes that individuals have personal and social identities [28]. It is expected in our study that organizational identification levels of employees with high self-efficacy will also be high.

Organizational identification which is our mediating variable is a term increasing shares of employees in the performance of the organization.

Besides, identification literature is a term helping explain the connection between the organization and the individual [29]. Employees identified with their organization have the tendency to consider themselves as a representative of the business when interacting with people outside their businesses. These employees keep the interests of their institutions in front of theirs in the opportunities aimed at strategic and business decisions. [30]. Employees with high organizational identification have a very strong connection with the organization for which they work which is extremely hard to break. Thanks to this connection, it is considered that their turnover intentions will decrease even in the circumstances when they have very big challenges and limitations in their organizations [30]. It has been shown in a number of researches that organizational identification which is a positive organizational behavior variable is a variable which reduces turnover intention. [21, 31].

Under the light of results obtained in the previous studies which investigated Self-efficacy, turnover intention and organizational identification in pairs, it was considered that self-efficacy affects turnover intention negatively, it affects levels of organizational identification of employees positively, but organizational identification may have a determinative effect on the relationship between the two variables. Therefore, a study aimed at it was conducted. Within this scope, main Hypotheses of the study were determined as below and model of the research was presented in Figure 1.

Hypotheses:

H1: Self-efficacy (SE) will be significantly negatively related to turnover intention(TI)

H2: Self-efficacy (SE) will be significantly positively related to organizational identification (OI).

H3: Organizational Identification(OI) has a mediating effect on the relation between self-efficacy (SE) and turnover intention (TI)

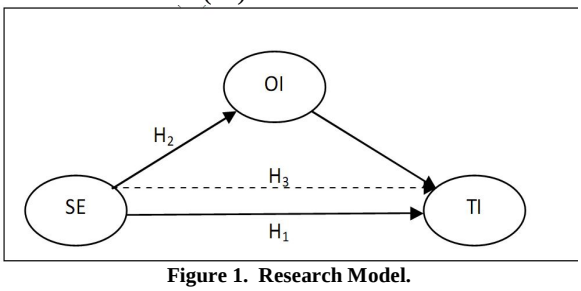


Figure 1. Research Model.

III. METHOD AND FINDINGS

Sampling:

Within the scope of the research, questionnaires which were prepared for 1254 employees of a chain market with 70 branches which is active in retail sector in Ankara-Turkey were distributed, 784 employees filled out and returned the questionnaires. Because 66 questionnaires were filled out wrongly, they were taken out of the research. Questionnaires filled out by 718 employees were assessed within the scope of the study. Of the participants, 28,7% (N=206) were women, %71,3 (N=512) men, 66,2% (N=475) married, 33,8% (N=273) single. Of the participants, 36,4 % (N=261) were between 20 and 30, 43,49 % (N=315) between 31 and 40, 19,7 % (n=142) 41 and over. Of the participants, 16.9 % (N=121) are primary school graduates, 42,3 % (N=304) high school, 9,7 % (N=70) college, 28,4 % (N=204) university, 2,2 (N=16) % with master degree, % 0,4 with doctorate. Of the participants, 33 % (N=237) have been working in the current workplace for 3 years or less, 24,1 % (N=173) for 4-6 years, 26,2 % (N=188) for 7-9 years, 13,5 % (N=97) for 10-12 years and 0,4 % (N=3) for 13 years or more.

Scales of the Research:

Self-Efficacy Scale (SE): Turkish version of General Self-efficacy Scale comprised of single-factor 10 expressions, which was developed by Schwarzer and Jerusalem [32], which was translated into more than 25 languages, and which was translated into Turkish by Ayşe Aypay [33] was used. The scale is 5 point likert scale (1=I don't agree – I completely agree=5) Alpha Internal Consistency Coefficient which was calculated in total based on the data that they obtained by using its versions in 25 languages of the original scale was found to be .86, Alpha Internal Consistency Coefficients which were calculated separately for sampling of each country were found to be between .75 and .91 [34].

In the investigation that Aypay [33] made, because Cronbach Alpha (α) coefficient is = .83, the reliability of the scale is pretty high. So, it was decided to be used in the study.

Organizational Identification (OI) Scale: The scale, which was developed by Mael and Ashforth [21], and which was translated into Turkish by Tüzün [35] is comprised of single-factor 6 expressions. Participants used 5 point likert scale (1=I don't agree – I completely agree=5) while giving their answers. In their own research, Mael and Ashforth [21] calculated reliability of the scale as .87 according to Cronbach Alpha (α) coefficient. In the investigation that Tüzün [35] made, because Cronbach Alpha (α) coefficient which was calculated for the study is = .78 the reliability of the scale is pretty high. So, it was decided to be used in the study.

Turnover Intention (TI) Scale: A very short scale with 3 expressions developed by Mobley, Horner and Hollingsworth [36] was used in order to see the intentions that employees developed by evaluating themselves in order to leave or resign from the business for which they work or organizations to which they give service. Participants used 5 point likert scale (1=I don't agree – I completely agree=5) while giving their answers. Cronbach's Alpha value

which was calculated in order to test sonar reliability from factor analysis applied to the scale was found to be = .90.

Validity and Reliability of the Scales;

Explanatory factor analysis was made in order to test the validity of the scales used. As a result of the factor analysis,

it was determined that all the three scales have single-factor structure and are parallel with the original scale.

In addition, when cronbach alpha coefficients obtained as a result of analyses made related to reliability of the scales were examined, it may be said that the scales are reliable. Factor load summaries and cronbach alpha coefficients of the scales obtained as a result of factor analyses made are in Table 1.

Values obtained were found to be compatible with cronbach alpha values calculated in the studies conducted on different sampling groups in the previous studies related to scales.

Table.1 Summaries of Validity and Reliability Tests

Scale	Factor loads	Cronbach Alpha
Self-Efficacy	0,550-0,891	0,91
Organizational Identification	0,578-0,834	0,79
Turnover Intention	0,945-0,962	0,95

Findings:

At the first stage of the research, averages, standard deviations of data obtained related to self-efficacy, organizational identification and turnover intention and correlation between them were investigated. Averages, standard deviations and correlation values obtained as a result of the analysis are in Table 2. As seen in Table 2, there are meaningful relations between all the variables.

Table.2 Average and Standard Deviation Values related to Variables and Correlation Analyses Results

Variables	Ave.	S.S.	1	2	3
1.Self-Efficacy (SE))	4,36	0,50	1	,463**	-,248**
2. Identification (OI)	4,08	0,70	,463**	1	-,232**
3. Turnover Intention (TI)	1,88	0,90	-,248**	-,232**	1

** p< .01

At the second stage of the analysis, hierarchic regression analyses were made in order to test the hypotheses. Summary information related to results of the analyses are in Table 3. According to this, it was seen that self-efficacy has a meaningful and positive effect on organizational identification and a meaningful and negative effect on turnover intention. It was determined that organization identification has a meaningful and negative effect on turnover intention. According to results of this analysis, hypotheses 1 and 2 are supported.

Independent Variable	Dependent Variable	ΔR^2	F	β		t	
Hypothesis 1 SE	TI	0,061	46,833**	-0,248**		-6,843	
Hypothesis 2 SE	OI	0,213	195,333**	0,463**		13,976	
Hypothesis 3 SE, OI	TI	0,076	30,569**	SE -0,179**	OI -0,149**	SE -4,418	OI -3,673

** p< .01

3-stage regression analysis suggested by Baron and Kenny [37] was made in order to test the mediating effect of organizational identification. According to this method, in order for mediating effect to be discussed, the conditions below should be provided: (1) Independent variable (SE) should have an effect on dependent variable (TI), (2) Independent variable (SE) should have an effect on mediating variable (OI), (3) when mediating variable (OI), together with Independent variable (SE) is included in regression analysis, while regression coefficient of Independent variable (SE) on dependent variable (TI) decrease, mediating variable (OI) should have a meaningful effect on dependent variable (TI).

As a result of regression analysis made, it was seen that the first and second conditions in the model suggested by Baron and Kenny [37] were enabled with the acceptance of Hypotheses 1 and 2.

In the investigation performed related to the last condition, it was seen that while β coefficient is -0,248 in the regression analysis made aimed at the effect of SE singly on TI, β coefficient decreased to -0,179 when mediating variable (OI) was included in regression model and it lost its meaningful effect on TI. With this result, it was understood that the third and the last condition aimed at mediating effect was enabled. At this point, it may be said that organizational identification has a partial mediating role in the relationship between self-efficacy and turnover intention.

IV. RESULTS AND DISCUSSION

Competition advantage which cannot be imitated for the businesses is directly proportional to power and

potential of human resources they retain. Businesses want to keep the employees who have self-efficacy and who create added value to the work they perform with their creativity in their business. If they can form an organizational culture and develop their human resource strategies in this direction, they may have human resources whose organizational commitments and organizational identifications are high, who consider themselves to be not only employees of the business but also a part of a big family. In the businesses which have reached up to this level, it may be predicted that work performance will increase, but turnover intentions and workforce circulation speed will decrease.

Participants of the study are the employees of a chain market which is active in retail sector. In this sector, competition is high. Customer satisfaction and service quality have the determinant position in the sectorial competition. Taking customer satisfaction to the center and determining service quality standards in the direction of providing higher customer satisfaction can lead to continuously monitoring employees in the organization with monitoring and supervising systems. This condition may be said to increase turnover intentions of employees in the sector [38]. At this point, it was considered that employing people with higher self-efficacy and increasing organizational identifications with suitable human resource policies will both contribute to the customer satisfaction and service quality that the sector targets and will reduce turnover intentions of employees and the study was conducted in this direction.

Within this scope, as a result of analyzing data obtained and examining the result reached, it was seen that turnover intentions of employees with high self-efficacy decrease. In addition to this, that organizational identification level is high reduces turnover intentions of employees. The results obtained are supported with the results of the similar studies conducted before. [3, 12, 16, 23, 24, 27, 29).

Increase in self-efficacy levels of employees reduces their turnover intentions. In addition to this, organizational identification plays a partial mediating role in the relationship between the two variables. According to this, increase in self-efficacy levels of employees can not only reduce turnover intention directly but also, together with the increase in organizational level, reduce turnover intention.

Under the light of these results, employing people with higher self-efficacy in the businesses or taking necessary precautions to strengthen self-efficacy of employees will reduce their turnover intentions. Besides, considering the mediating effect of organizational identification of business determined, it will be appropriate for the businesses to develop and perform human resource strategies and policies which will increase organizational identification levels in order to increase negative effect of self-efficacy on turnover intention.

The most important limitation of the research is that it was carried out with sectional data obtained from the questionnaire. Another limitation is said to be that data was collected from a single business and a single sector. In order to generalize the results obtain from this study, it will be beneficial to repeat the same study on wider sampling groups, in different geographical regions and in different sectors.

Because the research dealt with variables of self-efficacy, organizational identification and turnover intention together and mediating role of organizational identification in the relationship between self-efficacy and turnover intention was revealed, results of the research is considered to provide contribution to the literature.

In the studies to be conducted in the future, it is important that variables affecting turnover intention and personnel circulation speed directly or indirectly be determined especially on the sectorial basis and by considering each sector's own competition conditions. It is considered that such researches will contribute to both the field and the sectors researched.

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