

The Relationship between Self-efficacy, Face Pressure and Turnover Intention of Employees

Binglei Zhou

School Of Management, Wuhan University Of Technology, Xiongchu Road, Wuhan, Hubei China

1466256705@qq.com

Keywords: Self-Efficacy; Face Pressure; Turnover Intention

Abstract: Based on self-determination theory and face theory, this paper discusses the relationship among employees' self-efficacy, face pressure and turnover intention, and verifies the mediating effect of face pressure on self-efficacy and turnover intention. Through the study of the matching of employee from the hospitality and tourism industry of questionnaire survey, data collection, and carry on the empirical analysis, the results show that the employee's self-efficacy are negatively related to employee turnover intention, and negatively related employees face pressure, employees' face pressure and turnover intention were positively related, and the employee's face pressure plays a part in mediating effect on employees' self-efficacy and turnover intention. The results of this paper reveal the importance of personnel and post matching in enterprises from the perspective of employees' self-efficacy and face pressure, which is of great guiding significance for enterprises to recruit and retain talents.

1. Introduction

With the rapid development of the Internet economy, the improvement of personnel quality, the increase of the number of professional posts and the abundance of types, employees and recruiters have more choices than before, under this background, the development of enterprises depends more and more on the accumulation of knowledge capital [1]. Having stable and reliable high-end talents is particularly important for the development of enterprises.

Research shows that the enterprise has a loyal, stable, responsible and high quality employee troop is very beneficial to promote the sustainable development of the enterprise, which is any enterprise in the increasingly fierce market competition to win the opponent a key conditions [2], the loss of high-end talent and professional team for enterprise development has a great blow, even will force companies to decay. Therefore, nowadays, more and more scholars focus their research on various factors that lead to employee turnover, which leads to the trace of enterprises' measures to retain talents. This paper is rich in such researches.

Self-efficacy is an individual trait, originating from psychology. It refers to the confidence that one can complete a certain task or meet certain requirements when one needs to undertake it or is faced with some requirements, which is a kind of degree of confidence [3]. Research focused on self-efficacy has a lot of, most scholars before the self-efficacy as a dependent variable to explore the impact on the rest of the individual behavior, such as the ability to learn [4], entrepreneurial performance[5], etc. in terms of organizational behavior, self-efficacy for employee deviant behavior, job involvement, job satisfaction, emotional commitment and employee performance, organizational citizenship behavior, creative behavior and the influence of the creativity research more fully.

"Face" is a person's need for respect. No matter what region or culture they are in, people have the same need for "face", which not only comes from external respect of others, but also includes self-respect [6]. People's perception of face is the internal feedback to the external performance of others, which has a strong correlation with the personality traits of individuals [7]. It includes two aspects, namely, the gain and loss of face. Face pressure refers to the possibility and risk of losing face or losing face perceived by a specific event or behavior [8]. The negative self-cognition

perceived by individuals under certain social feedback is a psychological process of both motivation and cognition [6].

Employee self-efficacy and face pressure are a valuable topic. The resignation consists of two parts: the tendency of the individual to leave the current organization and the tendency to find a new organization. When one wants to change one's job, the tendency to leave is already formed, so the tendency to leave is one's need to change job [9]. Existing research prove that our country enterprise middle managers and professional and technical personnel of the turnover intention is relatively high, this is often a given enterprise commitment and company's actual situation and employee expectations gap caused by the larger [10], the introduction of self-efficacy and employees face factors, to explore the employee turnover behavior provides a new perspective of our country.

2. Theories and Hypotheses

2.1 Self-efficacy and Turnover intention

Self-efficacy refers to the degree of confidence of employees that they can overcome the pressure from the above aspects when facing a certain position, or requirement. Employees' sense of self-efficacy has a strong relationship with their personal qualifications, that is, their own knowledge level, the mastery of relevant skills, the accumulation of previous experience in specific positions or tasks, and their own working ability [11].

The employee's self-efficacy is obtained by self-perception [12], employees will often own personal qualities and now own job or work, when the employee's personal qualifications can completely up to now in the post, for does not deal with the problems in the work will encounter many difficulties, less from setbacks and success on the job will increase the confidence of the employees on the job, had higher self-efficacy; When employees' personal qualifications are relatively low and they lack the knowledge and skills required by the position, they will face many difficulties and risks of failure at work, which will hit their self-confidence and reduce their sense of self-efficacy.

According to self-determination theory, when the person has a positive tendency in the specific environment, will depend on the tendency in this environment to guide the self-development and inner growth [13], higher self-efficacy is a positive tendency, when employees have high self-efficacy, will reduce its departure will, therefore, we propose a hypothesis:

H1: Employees' self-efficacy is negatively correlated with turnover intention

2.2 Self-efficacy and Face pressure

Face is an image related to the assessment of individual ability, which leads to the need to be respected [14]. Face theory refers to the means of individual identity to others their own capabilities and the ability of all accessories (such as achievement, wealth, status, etc.), and perceived face or face the possibility and potential risks, in the organizational environment, employee's face is the task and work ability, and the effect.

Therefore, when the personal strength fails to meet the requirements of the post and the self-efficacy is low, I will worry that I will not be valued by the leaders and colleagues because of the difficulty in completing the work, which will result in greater face pressure. When the employee's working ability is well matched with the job requirements, the face pressure reaches its lowest point, so we propose the following hypothesis:

H2: Employees' self-efficacy is negatively correlated with face pressure

2.3 Face pressure and Turnover intention

“Face” is important to everyone. In social relations, everyone desires to be respected by others, in order to satisfy their psychological demands [15]. Everyone will have to face, maintain their own image, and avoid make a fool of yourself in any social environment motive, therefore, every individual through some effort to get others' praise, this with Maslow's hierarchy of needs in this thesis the needs of the people to respect their very nicely.

As a Chinese saying goes, "a person needs face while a tree needs bark." the bark is an organ that matters for a tree's life and death. People compare face with the bark that matters for a tree's life and death. High face pressure means that individuals in a specific organizational environment have a great risk of losing face, self-esteem will be easily destroyed, and it is not conducive to maintaining a good relationship with other members of the organization. According to self-determination theory, when individual psychological needs and affiliation needs are not satisfied in the organization, they will make an adjustment to their own development. Therefore, based on the above discussion, we propose the following hypothesis:

H3: The face pressure of employees is positively correlated with turnover intention

In terms of psychology, there may be many sources of face pressure for employees. In addition to the factors that match their abilities and positions in work, there are also other influencing factors. Face is divided into three categories: ability, autonomy and friendly face [16]. Face pressure is related to individual psychological traits, and sensitive personality is more likely to produce face pressure. Personal social skills are also closely related to face pressure. People with relatively poor social skills tend to care too much about others' opinions and thus have high face pressure. People with poor ability to deal with emotions tend to accumulate face-saving pressure.

Based on the above discussion and based on the logical reasoning of hypothesis H1, H2 and H3, the hypothesis is proposed as follows:

H4: Face pressure plays a part in mediating effect on employees' self-efficacy and turnover intention.

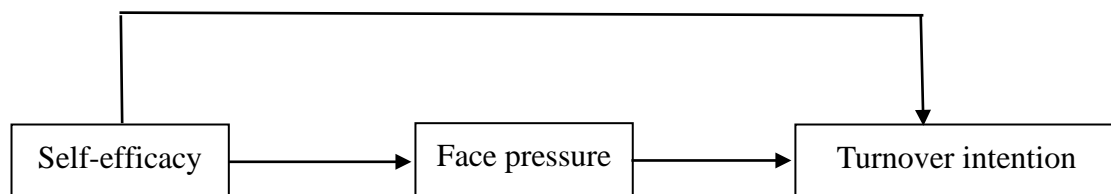


Figure 1. Research model.

3. Date and Methodology

The research object of this paper focuses on catering, tourism and other service industries, because people in this industry tend to show more obvious face pressure, and the positions in these industries have more direct requirements on communication, practice, business skills and other aspects. The research data in this paper are mainly obtained through questionnaire survey, which combines online and offline to improve the efficiency of data collection and provide a more flexible survey method for sample personnel. This study plans to release 300 questionnaires, which will be reviewed strictly after the questionnaire is recovered, and the invalid ones will be resolutely eliminated. Finally, 285 valid samples will be obtained, including 171 females and 114 males, who have education from junior middle school to bachelor degree or above, and their ages are mainly from 20 to 45 years old.

3.1 Measurements

Self-efficacy: The self-efficacy of employees in order to accurately measure, we adopted by Schwarzer, etc. [17] of the general self-efficacy scale (GSES) to measure the employee's self-efficacy, the reliability and validity of the scale has been validation for many times, and is widely used in a variety of research, the questionnaire includes ten questions.

Face pressure: Face pressure measurement scale we according to the scaling of Chang Tao etc. [18], take the scale of the employee in a self-evaluation, the problem of item includes roughly the "easily or compromise may be questioned his ability to work" four item, such as employees can according to their actual situation and experience to answer.

Turnover intention: we adopt a more accepted by scholars both at home and abroad and the identity of the scale, developed by Mobley believe that employee turnover intention can be

generated through cognitive changes to groups, to turnover, , the possibility of finding a new job and find a new job size measurement [19]. The four aspects of the scale are widely used in the broad masses of the researchers; the scale is mainly including four items.

We used gender, age, and education as control variables, as these factors may influence the results. Likert5-point scoring method is adopted in our survey scales. Likert5-point scoring method mainly has the following criteria: 1 represents "totally disagree" to 5 represents "completely agree". Respondents can choose from 1 to 5 according to the actual situation. After data collection, we used SPSS 22.0 for data analysis.

4. Results

4.1 Reliability and validity analysis

The reliability and validity of the self-efficacy face pressure and turnover intention scales are tested in our research, according to the table 1. The computed Cronbach's α for all the constructs isn't below 0.70 and the average variance explained for each construct above 0.5, this indicates the achievement of internal consistency among the measures and an adequate level of convergent validity.

Table 1. Results of Exploratory Factor Analysis.

Constructs	N	Avg. factor loading (λ)	Cronbach's α	AVE
Self-efficacy	10	0.810	0.861	0.633
Face pressure	4	0.723	0.803	0.542
Turnover intention	4	0.751	0.872	0.668

4.2 Descriptive statistics and correlation analysis

Then, standard deviation and correlation of the variables were analyzed using Spss22.0. according to the table2. The result shows that there are significant correlations ($p < 0.01$) between the three variables, self-efficacy, face pressure and turnover intention, which provides preliminary support for the hypothesis.

Table 2. Descriptive statistics and correlation analysis.

Variables	Mean	SD	1	2	3
Self-efficacy	3.71	0.72	1		
Face pressure	4.22	0.79	-0.413**	1	
Turnover intention	4.14	0.85	-0.422**	0.501**	1

Notes: ** $p < 0.05$; * $p < 0.1$ (Two-tailed). N=285.

4.3 Hypothesis testing

In this study to analyse 285 questionnaire data, first discusses the employee's self-efficacy and the relationship between the turnover intentions, and then to face pressure in the employee's self-efficacy and mediating role between the turnover intentions, this article applies the method of hierarchical regression of hypothesis test, the results as shown in table 3.

Table 3. Hierarchical regression results

Variables	Face pressure		Turnover intention			
	Model1	Model2	Model3	Model4	Model5	Model6
1. Control variables						
Gender	-0.061*	-0.230	-0.073	-0.002	0.031	-0.025
Age	-0.71	-0.022	-0.201	-0.072	0.045	-0.049
Education	0.072	0.075*	0.283**	0.146*	0.051	0.045

2. Independent variable						
Self-efficacy		-0.372**		-0.341***		-0.255**
3. Mediating variable						
Face pressure					0.543***	0.476***
R ²	0.116	0.151	0.156	0.243	0.305	0.341
Adj. R ²	0.048	0.127	0.101	0.221	0.284	0.311
F	18.502*	16.658**	26.061**	17.692**	41.102***	36.221**

Notes: ***p<0.01; **p<0.05; *p<0.1 (Two-tailed). N=285.

4.3.1 Main effect

As shown in table 3, model 3 shows the relationship between the three control variables of gender, age and education and turnover intention, while model 4 introduces the independent variable self-efficacy. The results showed that there was a significant negative correlation between self-efficacy and turnover intention of employees ($\beta = -0.341$, $p < 0.01$). Thus, hypothesis 1 is supported.

4.3.2 Mediating effect

In the previous discussion, we have known that employees' sense of self-efficacy is negatively correlated with turnover intention. To test the mediating effect, we need to perform the following three steps:

Firstly, we need to test whether the face pressure as a mediating variable is affected by the independent variable. Look at the table 4, through model 2, we find that self-efficacy is significantly negatively correlated with face pressure ($\beta = -0.372$, $p < 0.01$). Therefore, hypothesis 2 is supported.

Secondly, In table 4, through model 5, we found that face pressure had a significant positive correlation with turnover intention ($\beta = 0.543$, $p < 0.01$), it show that the higher the face pressure an employee is subjected to, the higher the probability of turnover, hypothesis 3 is supported.

Finally, we test the mediation effect, the model 6 is based on the model 4, model 6 introduced face pressure generated as mediating variable, by contrast, we found that after introduced the mediating variable in model 6, self-efficacy on the relationship between the turnover intention is still a negative correlation ($\beta = -0.255$, $p < 0.05$), but compared with model 4 ($\beta = -0.341$, $p < 0.01$), the date has changed, so face pressure plays a part in mediating effect on employees' self-efficacy and turnover intention, hypothesis 4 is supported.

5. Conclusion

5.1 Theoretical significance

We want to use this study to explore the influence of employees' self-efficacy and face pressure on employees' turnover intention, and the mediating effect of face pressure on employees' self-efficacy and turnover intention. Finally, all the hypotheses proposed in this study have been verified, and the results show that the higher the self-efficacy of employees, the less likely they are to turnover, because they are full of confidence in doing their own work well and are easy to get satisfaction from it. The higher the employee's sense of self-efficacy, the more helpful it is to reduce the negative emotions caused by face pressure. The greater the face pressure of employees, the accumulation of negative emotions will change their views on work, so that they are more likely to turnover. And the analysis shows that the face pressure plays a part in mediating effect on employees' self-efficacy and turnover intention.

In addition, this study enriches the previous research on employee turnover intention, which has certain supplementary function of literature and theoretical significance.

5.2 Management significance

The research of this paper is of practical significance to reduce the employee turnover rate in

contemporary enterprises. First, pay attention to the matching of employees' abilities and positions, so that employees can maintain a good sense of self-efficacy. Enterprises can evaluate the ability of employees and observe whether they are suitable for positions with competing products through rating. In addition, we need to focus on the training of employees to improve their working ability, try to avoid the decrease of self-efficacy caused by the lack of ability, thus resulting in turnover intention. Second, the measures of rewards and punishments should pay attention to the enterprise and employees' psychological counseling, group internal too wide reward incentive and too severe punishment will cause the employee's self-esteem damaged, face the pressure is too big, too much stress can cause damage to employee behavior, lead them to a negative attitude towards work and generate turnover intention, the management of the enterprise also should pay attention to employee psychology, psychological counseling for employees to timely when they are in trouble; Thirdly, based on the self-determination theory, enterprises should pay attention to employees' self-needs in psychology, sense of belonging and other aspects, and properly meet their needs, so that employees are more inclined to realize self-development in the enterprise.

5.3 Limitations prospects

In this paper, we study the following deficiencies: the employee's self-efficacy and face pressure is dynamic, because maybe employees working in different stages and the content of the heavy degree, such as certain industries with special points, under the condition of the employee's psychological conditions can change, so once a single time point data collected by representative is not good; Psychological and behavioral traits that may have influenced the results of the study were not examined.

In addition, the framework of this study is relatively simple, so it is inevitable that the research is not in-depth enough. In the future, more factors worth discussing can be considered to carry out more valuable research.

References

- [1] Li Xueling, Yao Yiwei, Wang Lijun. (2009) A Study on the Relationship between Entrepreneurial Orientation and Innovation Performance of New Enterprises: the Mediating Role of Positive Market Orientation [J]. *China Industrial Economics*, 6, 116-125.
- [2] Ge You, (2019) Study on Factors of Turnover of New Generation Employees in Small and Medium-sized Enterprises [J]. *Modern Marketing*, 1, 3-4.
- [3] Wang Yanxi, Lei Wansheng. (2006) Research Review on Self-efficacy [J]. *Contemporary Manager*, 6, 106-108.
- [4] Tang Fang, Xu Jinfen. (2011) A Survey and Research on College English Writing Self-efficacy [J]. *Foreign Language World*, 6, 22-29.
- [5] Su Xiaohua, Yang Sainan, Wu Qiongzhu. (2018) A study on the relationship between self-efficacy, decision logic and entrepreneurial performance [J]. *South China Journal of Economics*, 10, 113-131.
- [6] Yang Guoshu. (1993) Analyzing the Connotation of Face and Its Operation in Social Communication from Cross-cultural Perspective [M]. *Chinese People's Psychology and Behavior*, 107-109
- [7] Zhu Ruiling. (1987) Social Interaction of Chinese: On the Operation of Face [J]. *Journal of the Society*, 11, 23-53.
- [8] Wang, H. (2002) Help Seeking Tendency in Situation of Threat to Self-esteem and Face Losing. Unpublished PhD. Dissertation, University of Hong Kong.
- [9] Miller, H.E, and R. Katerberg. (1979) Evaluation of the Mob-ley and Hollings worth Model and Employee Turnover [J]. *Journal of Applied Psycholog*, 2, 66-72.

- [10] Zhang Zhibin. (2018) On the Causes and Countermeasures of Job-hopping of Employees in Enterprises [J]. China Collective Economy, 28, 132-133.
- [11] Khan, L.J., Morrow P. C. (1991) Objective and Subjective Underemployment Relationships to Job Satisfaction [J]. Journal of Business Research, 22, 211-218.
- [12] Erdogan, B., Bauer, T. N., Peiró, J. (2011) Overqualified Employees: Making the Best of a Potentially Bad Situation for Individuals and Organizations [J]. Industrial and Organizational Psychology, 4(2): 215-232.
- [13] Ryan, R. M. (1995) Psychological Needs and the Facilitation of Integrative Processes [J]. Journal of Personality, 63(3), 397-427.
- [14] Wang Yinan. (2006) Analysis of the Relationship between Face and Self-esteem from the Differences between Eastern and Western Cultures [J]. Science of Social Psychology, 21(2), 102-108.
- [15] Li Yuan. (2006) Power of Face: From Conceptualization to Measurement [M]. Chinese Social Psychology Review, 65-78.
- [16] Lim, T. S. (1994) the Challenge of Facework: Cross-cultural and Interpersonal Issues. New York: State University of New York Press.
- [17] ZHANG J X. (1995) Measuring Optimistic Self-beliefs: a Chinese Adaptation of the General Self-efficacy Scale [J]. Psychology, 38(3), 174-175.
- [18] Chang Tao, Liu Zhiqiang, Wang Yanzi. (2014) Research on the Effect of Performance Pay on Employees' Creativity: The Mediating Effect of Face Pressure. Science of Science and Management, 35(9), 171-180.
- [19] Mobley W H. Horner S. and Hollingsworth A.T. (1978) an Evaluation of Precursors of Hospital Employee Turnover [J]. Journal of Applied Psychology, 63(4), 135-157.