WHAT IF I CONFLICT WITH MYSELF AS A TEACHER? SHOULD I LEAVE?

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Abstract:

Role conflict and turnover intention are important variables for any organization. The aim of this study is surveying the role conflict of the teachers and examining its effect on turnover intention among the teachers. The author used random-sampling method and collected data from 202 teachers. Semi-structured interview techniques was used. This method was useful to minimize the errors and all the collected data was useful. SPSS V.26 was used to analyze the collected data. Reliability analysis, factor analysis, Pearson correlation analysis, KMO analysis and lineer regression analysis were carried out. The results of this research suggested that person-role conflict has a positive and significant effect on turnover intention (r=0.285). These results can provide benefit to the future researchers and the managers.

Key words: Role Conflict, Turnover Intention, Teachers.

Introduction

The structure of an organization determined the roles of the employees. The duties and tasks are allocated according to this structure. In an educational institution, the main aim is increasing the quality of the education. This will increase the reputation of the institution.

The expectations of the teachers might be different than the expectations of this position. This will cause a conflict which is known as person-role conflict. Person-role conflict will affect the decisions of the employees. Intrinsic motivation is not the only reason for person-role conflict. There might be various reasons for a person-role conflict.

Private schools also aim to increase the education quality. But the demands of the students and their family who are accepted as customers may make a pressure on the system used by the school. The system will be affected by such demands and it will be difficult for the principals to keep the quality of the education. This situation will cause a conflict.

The private schools aiming to keep a balance between the demands of the customers and the quality of the education will put a pressure on the teachers. This pressure will cause person-role conflict. This conflict may affect the turnover intention of the employees (Javed et al., 2014).

Turnover is another threat for the quality of the educational institutions. Because the teachers are chosen carefully among the talented candidates by the human resources department (Ozdemir, 2022). The best options are taken and the best teachers are hired. After a while, these teachers are adopted to the work environment. They are experienced and they learned the rules and expectations of the school. They know the system and how the system works properly. If such teachers leave the organization, it means a loss of knowledge and accumulated experience for the organization. It may also mean interruption of the education processes. Moreover, new hiring process will also bring some extra costs.

Turnover rates provide historical data for the managers. Principals cannot use this information to determine organizational policies, but they can benefit from this data to a certain extent. Turnover intention measurements provide a more useful data for the managers. The employees still did not leave the organization and the managers can take precautions to affect their future decisions. New organizational policies, new compensations, or better working conditions can decrease their intent to leave.

This study will be conducted in the education industry. The data will be collected from the teachers of private high schools. The main aim of this research is surveying the person-role conflict of the teachers and determining the effect of role-conflict on turnover intention.

Role Conflict

In educational institutions, the roles are allocated to increase the overall quality by increasing the personal performance of the employees (Tiplic vd., 2015). The roles are not

allocated according to the demands of the personalities of the employees, they are allocated according to their talents and the needs of the organization.

The success of an organization also has strict connetions to the satisfaction of the customers (Ro & Lee, 2019). The satisfaction of the customers may have low connections to the quality of the education, instead there might be some other concerns. These concerns deviating from the general aim of such organizations will be causing conflicts. Especially, private schools have such deviations. The teachers working in such private schools can easily experience a person-role conflict. Sucha conlfclit will make it difficult to perform the tasks related to these responsibilities (Yang et al., 2013).

The teachers have their own judgments. But employees may have to do things those conflict with their judgments, and this is person-role conflict (Madera et al., 2014). This not only related to the loss of freedom or free will, but it is also related to doing the things that a person may never want to do.

The employees may accept a job and its requirements, he may compromise with the expectations of the job (Heritage et al., 2016). This will decrease the person-role conflict. But the bylaws, regulations and other formal procedures regarding the job may conflict with the opinions of the employee. This will end up with an increase on the role conflict (Shin et al.,2020). Role conflict can cause and an interruption of the operations in many industries. In the education industry, it may affect the quality of the education.

Sometimes, the employees may find alternative ways of doing a tas kor a duty. Bıt it may be difficult to accept these new ways, especially the managers may resist to accept these new ways. It is also another factor causing person-role conflict. The employees will feel like their opinions are ignored. The demands and requirements of a job becoming more difficult to be accepted by the employees will increase the person-role conflict.

The Relationship Between Role Conflict and Turnover Intention

Role conflict is not preferred by the employees. The organizational variables that are disliked by the employees increase the turnover intention. As a result, role conflict also increases the turnover intention of the employees (Javed et al., 2014).

Employees avoid some certain behaviors and role conflict forces them to do things they do not want to do. Some kinds of role conflicts are unacceptable by the employees. Such person-role conflicts increase the turnover intention of the employees. But even the acceptable role-conflicts cause an intent to leave the environment causing such unwanted situation.

Turnover intention is a significant component for the organizations (Ozdemir, 2023). Previous studies confirmed that role conflict is a significant predictor of turnover intention and the direction of the relationship between person-role conflict and turnover intention is positive (Anton, 2009; Karatepe & Karatepe, 2009; Nazneen & Bhalla, 2014). These findings

are also confirmed for the education industry (Tiplic vd., 2015). The hypothesis below is derived as a result:

H1: Role conflict has a significant effect on turnover intention

Methodology

5 item person-role conflict scale is used to measure person-role conflict (Netemeyer et al., 1990). 3 item turnover intention scale of Bluedorn (1982) is used to measure turnover intention. The questionnaire including 8 items is used to collect data. 5 point Likert scale was used to prepare the questionnaire.

Random-samplimg method was used to collect data. The data is collected from the private high schools located in Istanbul. Semi-structured interview technique was used. 202 teachers participated this study and they provided 201 usable results. This data was analyzed by using SPSS V.26. The reliability analysis, KMO analysis, factor analysis, Pearson correlation analysis, and regression analysis were carried out.

Measurement Assessment

The collected data included 202 private school teachers. The allocation of the participants according to gender is shown in table 1. Male participants are 179 people.

Table 1. Allocation of Participants According to Gender

Gender	Frequency	Percent
Female	23	11,4
Male	179	88,6
Total	202	100,0

The allocation of the participants according to age is also shown in table 2. The mode of this allocation is the group "40-49". It includes 88 participants.

Table 2. Allocation of Participants According to Age

Age	Frequency	Percent
18-29	18	8,9
30-39	54	26,8
40-49	88	43,6
50+	42	20,8
Total	202	100,0

KMO analysis was used to detect whether the data is suitable for factor analysis. The result is 0.863 and the values between 0.8 and 1 indicates that the data is sufficient. The results of factor analysis are in table 3. The loadings passed 0.6 which is the threshold (Hair et al., 2006).

Table 3. Factor Loadings

	Component	
	1	2
PRC1		0.629
PRC2		0.687
PRC3		0.694
PRC4		0.702
PRC5		0.709
TI1	0.704	
TI2	0.737	
TI3	0.696	

PRC: Person-role conflict

TI: Turnover intention

Results:

The data was suitable for the analysis. It was not necessary to remove any questions.

Table 4. Pearson Correlation Analysis Results

		MEAN	SD	CR	1	2
1	PRC	4.2010	0.3977	0.739	1	
2	TI	4.1188	0.6249	0.849	0.285(**)	1

**: Significant at the level of .01

Cronbach Alpha (CR) values should be more than 0.7 (Nunnally, 1967) and the results are shown in table 4. All the Pearson correlation coefficient values, mean values, and standard deviation of the variables are also in table 4.

Table 5. Regression Analysis Results

Independent Variable	Dependent Variable	Beta	t	R^2	F	*Sig*
Role conflict	Turnover intention	0.285	4.207	0.81	17.695	.00

Table 5 includes the regression analysis results. According to these results, the relationship between role conflict and turnover intention is significant. The equation derived from the regression analysis is shown below:

$Y = 0.448X + 2.237$

Discussion and Conclusion

The private high schools are organizations that require employees paying attention to the demands of the customers. Moreover, they also require satisfied employees and such

employees can also increase the satisfaction of the customers. In a business administration perspective, these organizations can be described like that. But in an education perspective, these organizations aim to increase the quality of education by keeping a balance between the quality provided by a discipline and the flexibility demanded by the parents of the students.

The teachers are the most important component of the performance of the private high schools. The role of being a teacher and the role of being an employee caring about the demands of the students and their parents will have a conflict. This conflict is a kind of person-role conflict. Increasing person-role conflict will affect the behaviors, attitudes, and decisions of the teachers.

Previous studies conducted in the education industry proved that role conflict is a significant antecedent of turnover intention (Heritage, et al., 2016). This study was conducted in Istanbul, Turkey. The data was collected from the private high schools. The teachers filled the questionnaires and helped the author who was using semi-structured interview method to fill the missing parts.

The analysis results determined a significant and positive correlation between person-role conflict and turnover intention. The strength of this correlation is *moderate* (Cohen, 1988). The correlation results found by this study was lower than the results of the research of Tiplic et al. (2015) that was conducted among the teachers in Norway.

Limitations and Future Research

The author tried to reach as many teachers as possible. But it was possible to reach a certain number of teachers due to time limitation. Future studies may collect more data and make it possible to make comparison between the teachers.

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