

## **WORK FAMILY CONFLICT AND TURNOVER INTENTION OF THE HIGH SCHOOL TEACHERS IN TURKEY**

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### **Abstract:**

Work family conflict affects the motivation of the high school teachers. It can even increase the turnover intention. This study aimed to examine the effect of work family conflict on turnover intention in the education industry. 168 private high school teachers participated in this research and they provided 165 clear and usable results. All these private high schools teachers work in the private high schools located in Istanbul, Turkey. Semi structured interview technique was used. Random sampling and snowball sampling methods are used. Factor analysis, Pearson correlation analysis, and regression analysis were carried out. The results indicated that the effect of work family conflict on turnover intention is significant and the direction of this relationship is positive. These results can be used by the future scholars who will study the same variables with this study. They can also be used by the principals or top managers of the private high schools to determine organizational policies.

**Key words:** Work Family Conflict, Turnover Intention, Private High School Teacher.

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## 1 Introduction:

The organizations can affect the family life of the employees negatively and it is called work-family conflict. The borders between the work life and family life can never be perfectly clear. Thus, just like all the issues confronted in a work environment, work family conflict also turns into turnover intention.

High school teachers may also have work family conflict. The teachers may fail to perform his duties to his family due to his responsibilities regarding his job (Haar, 2004). This will increase the turnover intention of the high school teachers.

The duties of a high school teacher may vary. Such duties may be a stressor and it might be difficult to be detached from such a stress for the high school teachers. The lasting stress will be reflected to the family life of the teachers. It is inevitable to see the effects of such stress on the family life of the teachers (Zhou et al., 2020).

The roles may also cause some habits. The teachers being rigid and less emotional to the students in the school may also tend to do the same at home to his/her own children. This will become a habit in time and it will not be a deliberate act. But it will cause a work family conflict.

Work family conflict is not preferred by the employees as it is a stressor (Xu et al., 2018). The employees prefer work environments that do not cause work family conflict (Wang et al., 2017). Hence, they tend to leave the organizations harming their family life.

Turnover intention is a threat to the quality of education in a high school. Experienced teachers and their unique skills will be lost during a turnover of a high school teacher contributing value to the organization. The school principals monitor the dedicated teachers and their turnover intentions to increase the quality of the education given in their schools and to avoid the periods spent for searching for a new high school teacher that will be wasting time, effort, and resources of the school (Zhou et al., 2020).

This study aims to examine the effect of work family conflict on the turnover intention of the high school teachers working in Turkey. The private schools are used to collect data as it is more possible to measure turnover intention in private high schools.

## 2 Conceptual Relationships:

The work family conflict is a result of the contradicting roles regarding family and work. Such conflicts will be deteriorating the family life of the employees. It is quite possible to see such employees leaving their organizations to have more peace in their life.

Work to family conflict is a negative situation and it has strict connections with the conflicting responsibilities regarding the job and the family. The employees attempt to keep a balance between their work and family life (Frone, 2003). The employees who can keep a good balance between their family roles and work roles avoid quitting (French et al., 2018). Family expectations can also affect the work life and turnover intention of an employee. The family

members may disturb another member with their behaviors if this member does not work in an expected position. There might be various other reasons for a work family conflict. Any decrease on work family conflict also decreases the turnover intention (Yang&Chen, 2020).

The private high school employees are more sensitive to the factors affecting turnover intention than the employees working in public high schools in Turkey. Work family conflict and turnover intention are important concepts for the teachers working in these high schools. Thus, the hypothesis shown below is derived:

H1: Work family conflict of the high school teachers working in private high schools has a significant effect on turnover intention.

### **3 Methodology**

#### **Sample and Measuring:**

The author reached the principals of the private high schools to collect data. The principals who accepted to contribute to such a survey contacted the teachers of their private high schools. The teachers accepting to participate in this survey filled a questionnaire including 13 questions. Some of the teachers helped the author to reach some other high school teachers. Hence, this research used both random sampling method and snowball sampling method.

The author could reach 168 high school teachers. Semi-structured interview technique was used. But some mistakes on some collected answers were detected and it was necessary to reach the teachers to make some corrections. As it was not possible to reach all the teachers, the author could collect 165 usable answers. This was the data of this study and it was used for the analysis.

3 item scale of Bluedorn (1982) was used to measure turnover intention. item scale of Haslam et al. (2015) was used to measure work family conflict. The questionnaire of this study included 13 questions. 5 point Likert scale was applied to the questionnaire.

#### **Analysis Results:**

KMO analysis was also applied to see whether the items were appropriate for confirmatory factor analysis. The results of this analysis confirmed that factor analysis can be applied. Factor analysis was performed by using SPSS v22. The factor loadings are shown in table 1 and they all could exceed the limit which is recommended as 0.6 (Hair et al., 2006).

**Table 1 Factor Loadings of Constructs**

Items	Factor	
	1	2
TI1		,643
TI2		,694
TI3		,576
WFC1	,705	
WFC2	,636	
WFC3	,680	
WFC4	,743	
WFC5	,571	

**TI: Turnover intention**

**WFC: Work family conflict**

**Results:**

Table 2 indicated the reliability analysis results. Cronbach Alpha (CR) test was used to measure reliability and the results are more than 0.8. The commonly accepted limit is 0.70 and these results are satisfying (Nunnally, 1967). The correlation value did not show any sign regarding multicollinearity. This value is significant and it is 0.255.

**Table 2. Results of Pearson Correlation Analysis**

		MEAN	SD	CR	1	2
1	TI	4.0949	0.63631	0.853	1	
2	WFC	4.1867	0.40912	0.864	0.255(**)	1

**\*\*:** Significant at the level of .01

**TI: Turnover intention**

**WFC: Work family conflict**

Table 3 shows the allocation of turnover intention scores according to the gender. Number of the female participants are low compared to the male participants. This situation makes it difficult to make a comment about the allocation of turnover intention scores according to gender.

**Table 3. Allocation of TI Scores According to Gender**

The Turnover intention scores	Gender		Total
	Female	Male	
Likert Scale	2,33	0	1
Score	2,67	0	4
	3,00	2	11
	3,33	2	6
	3,67	1	14
	4,00	7	56
	4,33	1	16
	4,67	1	10
	5,00	2	31
Total		16	149

Table 4 demonstrated the allocation of work family scale scores according to gender. Female participants did not score lower than 3.4 and the male participants did not score less than 3. The mode of the female group is 4.4 and the mode of the male group is 4.

**Table 4. Allocation of WFC Scores According to Gender**

The Work family conflict scores	Gender		Total
	Female	Male	
Likert Scale	3,00	0	2
Score	3,20	0	2
	3,40	1	6
	3,60	0	9
	3,80	1	13
	4,00	1	30
	4,20	2	29
	4,40	4	29
	4,60	5	15
	4,80	1	11
	5,00	1	3
Total		16	149

Table 5 includes the regression analysis results of turnover intention and work family conflict. This relationship is significant and its direction is positive. The constant value of this equation is 2.436 and the coefficient is 0.396. The equation regarding this relationship can be derived as below:

$$Y = 0.396X + 2.436$$

**Table 5. Regression Analysis Results of the different studied variables**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2,436	,496		4,916	,000
WFC	,396	,118	,255	3,363	,001

#### 4 Discussion and Conclusions

The dedicated teachers can increase the value of a high school. Such teachers are known by the students and the parent of the students. The demand to these teachers will also turn into a demand to the school.

Private high schools attempt to add value to their services. Their efforts regarding quality contribution focuses on the teachers. Training programs and compensations might be taking place among the policies aiming to increase the quality of the education.

The loss of high school teachers mean the loss of the investments regarding these teachers such as training and compensations. It may also affect the students and their parents negatively. Some of them are loyal to the teachers and their loss may mean a concrete reason to leave the school.

The principals of the private high schools prepare policies to decrease the turnover intention of the high school teachers. But they should not just focus on financial compensations. They must also monitor the strong reasons affecting the motivation of these teachers such as work family conflict. The teachers experiencing work family conflict tend to leave the job.

The principals can easily detect the reasons for a work family conflict. For example, the teachers might be working at the weekends and it is easy to estimate that it will be affecting the family life of such teachers. The policies aiming to decrease turnover intention by decreasing work family conflict can be prepared by the principals, but it is difficult to determine whether the teachers experience such problems and they relate work family conflict to turnover intention.

This study showed that work family conflict is a strong reason to leave the school for high school teachers. The principals can use this knowledge when they prepare organizational policies. This knowledge will be useful especially for the policies aiming to decrease turnover intention.

**Theoretical and Practical Implications:**

This study can guide the future researchers surveying the antecedents of turnover intention. Any scholars studying the variables included in this study can also use the results of this research. It will also be useful in the education industry.

The principals cannot ignore the results of this study. The principals focusing on the monetary rewards to decrease turnover intention should check the results of this study. They may have a kind of deception or some certain points dismissed. This study will shed light on their problem.

**Limitations and Future Study:**

This study was conducted only in the education industry. This was a strength of this study in the education literature. But it is a weakness in the organizational behavior literature as the results of this study cannot be generalized for all the industries.

Future studies can be conducted in different industries. The results of this study can also guide such researchers.

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