COMBINED EFFECT OF WORK FAMILY CONFLICT AND PERCEIVED ORGANIZATIONAL SUPPORT ON TEACHER’S TURNOVER INTENTION

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This study examines the main and interactive effect of Work family Conflict and Turnover Intention among university teachers, with moderating role of Perceived Organizational Support. The study was done on sample of 231 teachers belonging to universities. Variables in the study were assessed using different instruments to analyze the data. Results show that work family conflict has an impact on turnover intention among teachers and also that the perceived organizational support lesser the extent of turnover due to emotional and instrumental support. Findings suggest that the institutes should build supportive job condition to actively manage their human capital by giving them job autonomy and decentralized job environment.

Keywords: Work family conflict, Turnover intention, Perceived organizational support, Perceived supervisor support, Perceived co-worker support, University teachers.

Introduction

Life in 21st century is much more complex than it has been ever. Individual lives in a society with its many demands which create conflict among work and life and affects psychological and physical health. Just like other professionals teachers want effective teacher development, frequent feedback and evaluation systems that can assist them in developing their practice throughout their career (Weingarten, 2011). Work life conflict is very common among teachers of educational institutes due to heavy workload, time constraint and increasing competition. Teachers are expected to adapt and maintain with different types of families and school which affect teachers’ competence and well being (Pillay, Godard &Wilss, 2005). Due to work overload and time pressure the teachers are unable to manage work life with family life which cause some serious social problems (Nadeem et al).
It has been observed that qualified teacher’s retention become a challenge for educational institutes in Pakistan as the turnover rate has been significantly increased in recent years (Moon, 2007). American Federation of Teachers (AFT), presents the results of a study of new generation of teachers, young teachers leave the profession at a rate 51 percent higher than older teachers and transfer to a different school at a rate 91 percent higher than their older colleagues. Studies also show that the national teacher-turnover rate costs school districts approximately $7 billion annually. Relationship between work-family conflict and employee turnover intention were established by many researchers in developed countries. Very little research has been carried out in Pakistan on work-family conflict and turnover intention with moderating role of perceived organizational support. Previous literature and Research have pointed out that work life conflict has an effect on various variables i.e. stress, fatigue, absenteeism and employee performance. But since moderating effect of POS is very flourishing trend and has gained popularity since its introduction. A study conducted in Rawalpindi, Pakistan by Imran, Zaheer&Mehboob(2010) which was concentrated more on different variables like job satisfaction, work life conflict and work overload and their impact on job burnout and employee turnover intention but never studied with perceived organizational support.

This study attempts to address gaps in current literature by demonstrating the effects of work-family conflict on employee’s turnover intention in Educational institutes in Pakistan with an immense involvement of POS in an employee’s professional life. This study will help in identifying the key factors that play a major role increasing employee motivation, develop a healthy culture, and reduce employee turnover intention with the impact of perceived organization support. The purpose of this paper is to find out the intentions of teachers to quit job by taking a case of educational in Pakistan due to stress related work life conflict and also examines the effect of perceived organization support on these variables as a moderator. In this research the educational sector will be targeted, analyzing the disadvantages of work life conflict and advantages of POS on organization in Pakistani context. The study will make evaluable contribution towards further research of POS in the context of managerial/supervisory activities.

**Literature Review**

**Work Family Conflict**

Greenhaus gave the concept of work family conflict. Work–family conflict (WFC) is an inter-role conflict arising from incompatible pressures from work and family roles (Greenhaus&Beutell, 1985). He works on work family conflict with different authors. Greehaus et al (2002) examined the relation between work–family balance and quality of life among professionals employed in public accounting and found that work family balance is associated with quality of life in certain condition. Individual who invested more time with family than work experienced less work family conflict and stress than who engaged more in work than family. High job demand is common issue in academics, unbearable work demands like interaction with students, meetings, marking papers and assignments triggers work family conflict. This concept is supported by Border Theory where excessive conflict with one domain will affect the other domain (Panatik et al, 2012). In the case of educational institutes the cost of turnover is also high because it is difficult for both the institutions and student to arrange substitute and to adjust with (Evers, Tomic&Brouers, 2004). Teachers who are encouraged upon
job resources like job control and supervisory support are more dedicated towards their job but who lack job resources are associated with burnout (Hakanen, Bakker & Schaufeli, 2005). Hobfall (1989) presented a Resource Conservation Theory. According to this theory there are three types of resources which are conserved by human i.e physical, social and psychological. When a person lost these resources then he becomes victim of stress which leads to burnout and work family conflict. So to prevent and handle with this stage employers has to keep employees with organization through perceived organizational support. This is underpinning theory of our research.

Work Family Conflict and Turnover Intention

The extent to which employees are connected to the organizational strategy and goals, acknowledgment for work well done, and a culture of learning and development encourage high levels of engagement and hence low level of turnover intention (Ram & Prabhakar, 2011). Employees who experience lower engagement, commitment and involvement with organization, reported higher intentions to leave the organization (Nowack, 2010). But on the other hand, Companies that offer employee development programs enjoy the luxury of higher employee satisfaction and lower turnovers than those that do not invest in such activities (Shelton, 2001). It is likely for employers to make situations that beneficially encourage employees to leave and, similarly, employees themselves may actively behave in such a manner that causes the firm to wish for them to leave (Anaqbi, 2011). These involve voluntary and involuntary turnover. This research considers the voluntary turnover as an outcome.

Cohen (1993) study the moderating effect of time elapsed between organizational commitment and turnover intention. This study shows the strong positive effect of moderator on relationship between commitment-turnover. Samad & Yusuf (2012) determined the effects of job satisfaction on organizational commitment and the impact of organizational commitment on turnover intention. Tumwesigye (2010) found relationship between perceived organizational support and turnover intention in developing countries and reports that employees who feel that their organization values their contribution and cares about their well-being shows higher levels of commitment and lower level of turnover intention. Hunt (2009) discloses that the single biggest factor impacting employee turnover is the behavior of the employee’s manager. Improving managerial performance should be focused on decreasing turnover. This requires providing managers with the knowledge, tools, and time needed to engage employees around critical workplace issues that drive turnover. Both organizations and counselors may benefit from efforts to improve the extent and quality of supervision (Knudsen, Ducharme & Roman, 2008). Michael also hypothesized that LMX would have a direct, positive influence on Supportive supervisor communication, that would have a negative influence on employees’ turnover intentions.

Fred C. Lunenburg proposes the LMX theory which suggests that support may impact turnover decisions through distinct superior level. The LMX theory focuses on the relationship between a leader and each subordinate considered independently, rather than on the relationship between the superior and the group. This apparent challenge needs to be addressed because these additional mechanisms of influencing turnover cognitions involve new directions.

From above literature it is hypothesized that:

**H1**: Work family conflict is significantly and positively related to turnover intention.
Perceived Organizational Support as Moderator

Perceived Organizational Support (POS) refers to employees’ perception concerning the extent to which the organization values their contribution and cares about their well being. POS has been found to have important consequences employee performance and well-being (Robert Eisenberg, 2001). Eisenberg & Shanock (2006) proposed that when organizations supports the employee then it seems to help employee feel satisfy with their job and as result they are not engaged with thought of leaving (Hui, 2007). When employees are experiencing role conflict or time pressure, their supervisors' attempts to provide emotional support may actually strengthen employees' emotional exhaustion reactions. Top management, co-workers, and family are additional people that may generate alternative sources of support beyond those received from the immediate supervisor or manager (Kickul & Posig, 2001). Korunka et al reports the job has the potential to seriously improve, but also harm a person’s well-being. However, supportive and responsive supervisors / managers / team leaders may be an important buffer of the negative effects of job stressors.

Jawahar, Stone & Kisamore(2007) study the role-conflict and burnout relationship with moderating effect of perceived organizational support.anf found that POS is negatively related to burnout and it moderates the relationship between role-conflict and burnout it acts as a buffer and mitigate the negative relation between them. Means, standard deviations, and correlations between variables reports that the POS effects emotional exhaustion more than depersonalization.Schalkwyk ,Els&Rothmann (2012) study the moderating effect of POS between workplace bullying and turnover intention across South Asia. They found that bullying by supervisor is more common than bullying by coworkers and there is positive relation between workplace bullying and turnover intention. Maertz et al (2007) examines mediated effects of perceived supervisor support (PSS) and perceived organizational support (POS) on turnover behavior in social services workers. Supervisors can act as agents of the organization or independent actors or both when providing support and developing attachments. Previous research suggests that POS and supervisors influence voluntary turnover decision. Thanacoody, Bartram & Casimir also demonstrate that high supervisory social support can buffer and improve the effects of work-family conflict on burnout and intention to leave.

Eisenberger et al (1986) proposed a theory of organization support theory. According to this theory, the relationship between performance reward expectations and POS should be reciprocal. Organizational support theory holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being. Such perceived organizational support (POS) would increase employees’ felt obligation to help the organization reach its objectives, their affective commitment to the organization, and their expectation that improved performance would be rewarded. Behavioral outcomes of POS would include increases in-role and extra-role performance and decreases in stress and withdrawal behaviors such as absenteeism and turnover. This concept of POS caused extensive attention of managers and scholars. And the perceived organizational support has become a new research hotspot of human resources management and organizational behavior.This study is an effort which aims at investigating the relationship of work family conflict and turnover intention with moderating effects of perceived organizational support among university faculty in universities of Pakistan.

From above literature it is hypothesized that:
**H2a:** Perceived Organizational Support significantly moderates the relationship between work family conflict and turnover intention.

**H2b:** Perceived Supervisor Support significantly moderates the relationship between work family conflict and turnover intention.

**H2c:** Perceived Coworker Support significantly moderates the relationship between work family conflict and turnover intention.

Theoretical framework

However, to meet the influence of the social exchange factor in the workplace and to deal with the gap, known as perceived organizational support on employee turnover intention this study has been conducted. An examination of the relevant literature allowed for specific framework to be formed in the study.

![Figure 1: Perceived Organizational Support, Work family Conflict and Turnover Intention Relationship.](image)

Research Methodology

Sample

The sampling frame is comprised of Teachers from Educational institutes of Islamabad, Pakistan. The primary data were collected with the help of survey through 300 adopted questionnaires among which 231 respondents were reported during March 2013. A Statistical Package for Social Science (SPSS) was used to analyze the questionnaire data using correlation and regression analysis.
Combined Effect of Work Family Conflict and Perceived Organizational Support ...

Instrumentation

The measures used in this study were borrowed from their original source and adapted. The variables which are being taken can be seen in theoretical framework. Work family conflict is the independent variable. Turnover Intention is the dependent variable whereas Perceived Organizational Support is the moderating variable. A 5-point scale with anchors ranging from 1= strongly disagrees to 5= strongly agree was used. The Thomas L.T & Ganster D.C (1995)’s 5 items Likert scale was used to measure work family conflict. Eisenberger et al.’s (1986) 17 & 36 item Perceived Organizational Support (POS) scale was used. Wayne et al.’s (1997)’s modified version of 5 item scale was used. Sample item includes “I often think of quitting my job”.

Sample Characteristics

Frequency table of demographic variables was given above for four demographic variables which were gender, age, qualification, and tenure. The population sample for the research was composed of 66.2% male and 33.8% female faculty or staff members of different universities and colleges of Pakistan. A diverse sample was used for the study. Age was divided in to five groups. The participants’ age ranged between 25 and above 45 years. Majority of the respondent’s age lies in between 25-30 years as they were 40.3% of the total sample. The age groups in between 31-35 were 31.2%, 36-40 were 14.3%, 41-45 were 3.9% and above 45 years of age were only 10.4% of the total sample size. Qualification included Masters, MS/MPhil and PhD. Majority of the respondents hold Masters Degree as they were 49.4% of the total sample size. 39% of the respondents were with MS/MPhil qualification. Respondents with PhD qualification were only 11.7%. Tenure ranged from below 1 to above 12 years. Major portion of the sample were with experience of 1-3 years. 39% of the total sample was with the experience of 1-3 years. Respondents with the experience of 4-6 years were 23.4%, with experiences of 7-9 were 7.8%, with experience of 10-12 were 10.4% and 12 years of experience were 19.5% of the total sample size.

Results

Correlation Analysis

The results as indicated by table 1 shows the correlation among the different variables under study.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Work Family Conflict</td>
<td>3.0179</td>
<td>1.02185</td>
<td>(0.901)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Turnover Intentions</td>
<td>2.5221</td>
<td>1.10924</td>
<td>.742** (0.864)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Perceived Organizational support</td>
<td>3.4685</td>
<td>.70719</td>
<td>-.053</td>
<td>-.103</td>
<td>(0.814)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Perceived Supervisor Support</td>
<td>3.8182</td>
<td>.70360</td>
<td>.459**</td>
<td>.342**</td>
<td>.392** (0.867)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 1 shows reliability analysis of all variables. According to Uma Sekaran (2003), the closer the reliability coefficient Cronbach’s Alpha gets to 1.0, the better is the reliability. In general, reliability less than 0.60 are considered to be poor, that in the 0.70 range, acceptable, and that over 0.80 and 0.90 are good and very good. The reliability tests of our constructs happened to be in the acceptable to good and very good ranges. The results of reliability show that all variables are acceptable. All the variables have good and very good ranges of reliability.

Table 1 also shows correlation analysis. It shows the strength of relationship between independent variable i.e. work family conflict and dependent variable i.e. turnover intentions. The study has one independent variables that is work family conflict is significantly and positively correlated with the dependent variable (turnover intentions) of the study where r is equal to .742 with p<.01. The moderating variables are also significantly and negatively related to independent variable. The correlation between work family conflict and perceived organizational support was -.053 with no significant p-value. The correlation between work family conflict and perceived supervisor support was .459 with p<.01. The correlation between work family conflict and perceived co-worker support was .162 with p<.05. The moderating variables were also related to dependant variable. The correlation between perceived organizational support and turnover intention was -.103 with no significant p-value. It showed that there was no significant relationship of perceived organizational support and turnover intention. The correlation between perceived supervisor support and turnover intention was .342 with p<.01. The correlation between perceived co-worker support and turnover intention was .011 with no significant p-value. It showed that perceived co-worker support was not significantly related to turnover intention.

Regression Analysis

To find out the relationship of independent variables to dependent variable regression analysis was used. Regression analysis is used to identify how the unique value of the dependent variable changes when any of the independent variable is varied, while the other independent variables are held constant and invariable. The moderation regression analysis and mediation regression analysis was done according to the recommendations of Barren and Kenny (1986). Table 2 shows the results of regression analyses for separately all three independent variables.

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Turnover Intentions</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>β</td>
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<tr>
<td>Work Family Conflict</td>
<td></td>
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<tr>
<td>Step1</td>
<td></td>
</tr>
<tr>
<td>Control Variable</td>
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</tbody>
</table>

Table 2. Results of Regression Analyses for Outcomes.
H1: Work family conflict is significantly and positively related to turnover intention.

Results of the regression analysis shows that work family conflict has a positive and significant relationship with turnover intentions having Beta value as .773 with p<.001 and t value as 2.475 Hence the results supported the hypothesis that work family conflict is positively and significantly related to turnover intentions. Thus the hypothesis H1 is accepted.

Table 3. Results of Moderator Regression Analyses for Turnover Intentions.

<table>
<thead>
<tr>
<th>Predictors</th>
<th>Turnover Intentions</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
</tr>
<tr>
<td>Moderator Analyses</td>
<td></td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td></td>
</tr>
<tr>
<td>Step 1</td>
<td></td>
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<td>Control Variable</td>
<td></td>
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<tr>
<td>Step 2</td>
<td></td>
</tr>
<tr>
<td>Work Family Conflict</td>
<td>.773***</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td>-.097</td>
</tr>
<tr>
<td>Step 3</td>
<td></td>
</tr>
<tr>
<td>Work Family Conflict</td>
<td></td>
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<tr>
<td>x</td>
<td>-.126</td>
</tr>
<tr>
<td>Perceived Organizational Support</td>
<td></td>
</tr>
<tr>
<td>Perceived Supervisor Support</td>
<td></td>
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<tr>
<td>Step 1</td>
<td></td>
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<tr>
<td>Control Variable</td>
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<td>Step 2</td>
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</table>
Moderation analyses were used to find out the interactive results of perceived organizational support on the relationship between work family conflict and turnover intentions. In first step, control variables (gender, age, qualification and tenure) were entered in the table 5. In the second step, work family conflict (independent variable) was entered along with perceived organizational support (moderator) to predict Turnover intentions. In last step, the interaction terms between perceived organizational support and work family conflict were entered in the table. The results, presented in Table 5, showed that R² value of control variables (gender, age, qualification and tenure) for turnover intentions was .133. The interaction term value of perceived organizational support and work family conflict ($\beta = -.126$, $R^2 = .572$, $\Delta R^2 = .006$, $t = -5.745$, $p > .10$) for turnover intentions showed that perceived organizational support does not moderate the relationship between work family conflict and turnover intentions. So, H2a is rejected. Therefore the hypothesis i.e. H2a considering perceived organizational support as moderator on the relationship between work family conflict and turnover intentions has been rejected.
H2b: Perceived Supervisor Support significantly moderates the relationship between work family conflict and turnover intention.

Moderation analyses were also used to find out the interactive results of perceived supervisor support on the relationship between work family conflict and turnover intentions. The results, presented in Table 5, showed that R² value of control variables (gender, age, qualification and tenure) for turnover intentions was .133. The interaction term value of perceived supervisor support and work family conflict (β = .327, R² = .593, ΔR²=.031, t=2.745, p<.001) for turnover intentions showed that perceived supervisor support moderates the relationship between work family conflict and turnover intentions. So, H2b is accepted. Therefore the hypothesis i.e. H2b considering perceived supervisor support as a moderator on the relationship between work family conflict and turnover intentions has been accepted.

H2c: Perceived Coworker Support significantly moderates the relationship between work family conflict and turnover intention.

Moderation analyses were also used to find out the interactive results of perceived coworker support on the relationship between work family conflict and turnover intentions. The results, presented in Table 5, showed that R² value of control variables (gender, age, qualification and tenure) for turnover intentions was .133. The interaction term value of perceived coworker support and work family conflict (β = .137, R² = .581, ΔR²=.011, t=3.544, p<.01) for turnover intentions showed that perceived coworker support moderates the relationship between work family conflict and turnover intentions. So, H2c is accepted. Therefore the hypothesis i.e. H2c considering perceived coworker support as a moderator on the relationship between work family conflict and turnover intentions has been accepted.

Discussion

The purpose of this paper is to examine the relationship between work family conflict and turnover intention among university Teachers with perceived organizational support. Four hypotheses were developed, three of them were accepted and one is rejected. The rejected hypothesis is H3a the reason is that the organizations do not involve the employees in decision making process, and they feel they are not giving value by organizations and another reason can be that the employees are perceiving there is no career growth, no advancement and culture of favoritism so as a result they felt that organization is not doing for their well being. Teachers are professional who reached the high level of stress related work family conflict due workload and time constraints. They have to meet deadlines, attend meetings and most important their indirect interact with people leads to work family conflict. Iqtedar, Zainab. Shakil, Khalid (2010) identified that most significant reason for turnover in teacher is personal factor i.e. difficulty in teaching.

Moreover perceived organizational support has positive impact on turnover intention among teachers who are suffering from work family conflict. Robert Eisenberger (2006) found that the positive relationship between supervisors’ POS and subordinates’ POS and performance suggests that organizations may wish to cultivate supervisor POS. Social support protect mental health and discourage turnover and Coworker support reduced intent to quit both directly and indirectly through exhaustion (Ducharme, Knudsen & Roman, 2007). POS in turn increase employee
expectation that high performance will be rewarded. This support will cultivate environment of trust, harmony, confidence and good communication among teachers.

Conclusion

This study has number of implication to manage work family conflict among teachers in Pakistan. Due to advancement in technology and high competition there is a race among institutes, which increases level of hectic environment. This study shows that if there is environment of support and cooperation then this competition can be winning by balancing work and life matters. This is the reason of why turnover intention is withdrawing among teachers. This supportive environment encourages employees to discuss their job related problems and acquire both emotional and instrumental support from organization, supervisor and coworkers. To move with this fast paced world institutes should provide teachers a level of job autonomy, cooperation, time relaxation, compensation and grievance handling which will motivate them and in turn institutes will be able to produce competitive students. In Pakistan institutes need to set rules and regulation for time management, policies for compensation, training of managing work related tasks and providing a stress free environment to reduce work family conflict and grip turnover intention among teachers.

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