

## Work Family Conflict and the Relation Between Tourist Guides' Turnover Intention

**AYSEN ACUN**

Balikesir University Tourism Faculty  
Email: [aysen-acun@hotmail.com](mailto:aysen-acun@hotmail.com)

**Dr. SEDA ŞAHİN**

Balikesir University Tourism Faculty  
Email: [ssen@balikesir.edu.tr](mailto:ssen@balikesir.edu.tr)

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### *Abstract*

*Tourist guides are people who present a country and an area to tourists, provide information about these places, spend the most time with the tourists, and represent their country best. Tough tourist guiding has advantages like discovering new places and meeting new cultures, it also contains many disadvantages. On the other hand, long and irregular work hours are one of the disadvantages of tourist guiding. It is highly probable that the motivations of the tourist guides, who are living work family conflict, are falling and they are intend to leave their work by reflecting this situation to their work. Because of these reasons, the purpose of this research is to determine the effects of work-family conflict on the decisions of the tourist guides for quitting work. In this regard, after reviewing related literature, surveys have been carried out to tourist guides to determine the effects of work-family conflict on the intentions of tourist guides to quit work. As a result of this research, woman guides have been found to have more work-family conflict than men. Also, married and young guides, and guides with a high level of education have been found to face more work-family conflict. It has been determined that the individuals with more work-family conflict have more tendency of quitting work.*

**Keywords:** Turkey, Tourism, Tour Guide, Work Family Conflict, Turnover Intention.

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### **Introduction**

With the industrial revolution, urbanization has increased steadily, and most people spend their time in the workplace. Individuals have different roles in social and family life as well as roles in the workplace (Erdem and Erkan, 2015: 352). Thus, the individuals who work are trying to fulfill the requests of both family and business life. However, if these requests are to be made at the same time, one can experience conflicts while fulfilling work and family roles (Özmete and Eker, 2012: 2). Despite the wide range of literature on the relationship between work and family roles, recent studies seem to focus on conflict between work and family roles (Kelloway, Gottlieb and Barham, 1999: 337).

Long and irregular working hours, factors such as job requirements are among the causes of work family conflict. Tourist guidance is a profession that has long and irregular working hours and long travels in the tour program. Guides dealing with the wishes and problems of tourists throughout the day may not be able to spend as much time with their families. Hence, guides may experience work family conflict. The work family conflict negatively affects the physical and mental health of individuals. The negative psychological state of the guide having the work family conflict can affect the quality of the tour and the tourist-guide

relationship. When considered in the macro-scale, tourism in the country can be affected negatively, because tourist guides are one of the important actors of the tourism sector. Besides, the work family conflict can cause many negative consequences, such as job dissatisfaction, poor performance, absenteeism and turnover intention at the end. The work family conflict can also affects the quality of the tour. Therefore, in this research, it is aimed to determine whether the tour guides experience a work-family conflict and whether work-family conflict affects turnover intention.

There are many studies in the literature related to work family conflict, turnover intention (Karatepe, Baddar, 2006; Balmforth and Gardner, 2006; Karatepe and Kılıç 2007; Noor and Madd, 2008; Çarıkçı and Çelikkol, 2009; Blomme, 2010). There are also lots of studies about tourist guides (Aktaş ve Batman, 2010; Şahin and Avcıkurt, 2013; Çetin and Kızılırmak, 2012; İşler and Güzel, 2014). Studies about tourist guides are usually related to their roles, duties and education (İşler and Güzel, 2014; Ar and Uğuz, 2015; Şahin and Acun, 2015). There is no study in literature to determine whether tourist guides' work-family conflict experience and whether the relation between work-family conflict and turnover intention. For this reason, this study will contribute to the field of tourism and will lead future studies.

## Work Family Conflict

Until the industrial revolution, production had been done by the families for their own consumption. Activities related to the business and family life were carried out together without difficulty, with industrialization activities related to the business and family started to be separated. The workplace started to form outside the houses, the time periods for the home and work were separated, the relationship patterns between the family members and in the workplace started to separate from each other. Although the work and family life are increasingly separated from each other, the only thing that does not change over time is the fact that the work and family are very close to each other and are influenced by each other (Kapız, 2002: 139; Adak, 2007: 139; Doğan, Üngüren and Kesgin, 2010: 3432; Özmete and Eker, 2012: 2).

Besides the roles undertaken in the family, in the business life, individuals have roles that they have to undertake with their individual development as well as their duties to do. Individual may have to choose between one's role at work or in family life in some cases (Turunç and Fındıklı, 2015: 116). When the role of the individual in the work life is added to the role of both the spouse and the parent, the individual's burden is increasing (Önel, 2006: 13).

Work-family conflict is often a term used to describe the conflict between work and family life. Kahn et al. (1964) define that work-family conflict is the conflict of the demands of business roles with the demands of family roles as the type of interrole conflict (Carnicer, Sanchez, Perez and Jimenez, 2004: 468).

The work family conflict is described by Greenhaus and Beutell (1985) as "participating in a role while participating in another role is more difficult, because the pressure from work and family roles is mutually incompatible". Özdevecioğlu and Doruk (2009) stated that the family conflict is a contradictory situation that individual experiences when the needs of the work and family roles have to be met at the same time.

In the work family conflict, while the role that the job requires is held on the frontline, the family roles are neglected (Aras and Karakiraz, 2013: 2). Although there are many definitions in the literature on the subject, it is seen that the definition most commonly used by researchers belongs to Greenhaus and Beutell. Accordingly, it can be defined as "essentially incompatible with some aspects of role claims" (Greenhaus and Beutell, 1985: 77; Hammer, Allen and Grigsby, 1997: 186; Kossek and Ozeki, 1998: 139; Carlson, 1999: 237; Linehan and Walsh, 2000: 50; Greenhaus and Parasuraman, 2002: 301; Rotondo, Carlson and Kincaid, 2003: 276; Kinnuen, Vermulst, Gerris and Makikangas, 2003: 1670; Cinamon and Rich, 2005: 366; Dixon and Bruening, 2005: 228; Magnus and Viswesvaran, 2005: 217; Hill, 2005: 797; Lingard and Francis, 2006: 185; Grice et al, 2007: 791; Qu and Zhao, 2012: 23; Zhao and Namasivayam, 2012: 459; Mete et al, 2014: 265; Özbağ and Ceyhun, 2014: 643; Allen, French, Dumani and Shockley, 2015: 91).

Factors such as marital status, age, personality, and gender of individual are among the factors that cause the work family conflict (Çarıkçı and Çelikkol, 2009: 157; Yıldırım, Öner and Yenihan, 2014: 167). It is more common for women to leave their jobs because it is difficult to balance work and family role responsibilities (Greenhaus et al, 1997: 250). Because they take more responsibility of households than men, women feel more pressure in family life than men (Bolorizadeh, Tojari and Zargar, 2013: 1404).

Fu and Shaffer (2000) have found that women are more likely to have family-work conflict, while men are more likely to have work-family conflict. Voydanoff (2005) has stated that women are experiencing more work family conflicts. Hill (2005) has found that working fathers experience less work family conflicts, less stress, higher family satisfaction, marital satisfaction and life satisfaction than working mothers. Giray and Ergin (2006) have stated that women are more likely to have work family conflict when compared to men. Antalyalı and Çarıkçı (2007) have determined that work family conflict is more common in women than men. Sekine et al. (2010) have stated that women experience relatively more work-family conflicts and family-work conflicts than men. Ergöl et al. (2012) have determined that one of the two females participating in their study had a negative effect on the family life of the working life. Erdamar and Demirel (2014) found that female teachers experienced more work-family conflict than male teachers.

It is also seen that the experiences of people with their ages increase (Kaya and Özhan, 2012: 114). Voydanoff (2005) determined that young people are experiencing more family conflicts. Giray and Ergin (2006) found that young women in double-career families experienced more work-family conflict than older women. Erdamar and Demirel (2014) determined that teachers aged 30 and under experience more work family conflicts than teachers of 50 years or above. However, Yıldırım and others (2014) determined that younger employees experienced less work-family conflicts. Gamor, Amisah and Booakye (2014) have found that older workers are less concerned about working time than younger workers. The marital status of individuals may be expected to affect the severity of work-family conflict as it affects their life outside work (Atabay, 2012: 32). It may be easier for single individuals to be interested only in their work and to be successful in the business life than married and child-owner individuals. Because the married and child-owner individual are more likely to have a conflict while trying to carry out both their work and family responsibilities (Dursun and İstar, 2014: 129).

Lo (2002) has stated that the main problem of women is that they don't have sufficient time to fulfill their family and work responsibilities. The participants often give a "very intense" or "intense" response about "Do you experience work family conflict?" question. As a source of work family conflict, the study has shown reasons such as less spouse support, feelings of burnout, less family time and children's homework. Özmete and Eker (2012) determine that married employees have more work family conflicts than single employees. It is determined that marital status and the number of children affect work family conflict in the study. Yıldırım et al. (2014) found that married employees had more work family conflict than single employees. Lee et al. (2014) determined a positive relationship between spousal support and role balance in their study. Difficulties in the workplace cause stress in employees. This stress affects the family life of employees. Especially factors such as long working hours and business trips cause employees not to spend as much time as they spend with their family members (Erdem and Erkan, 2015: 364).

Hammer et al. (1997) have found that individuals who have a flexible Schedule have less work-family conflicts. Major, Klein and Ehrhart (2002) found that as the time spent at work increases, the work family conflict increases. Batt and Valcour (2003) found that working hours and travel affected work family conflict. Voydanoff (2005) determined that additional working hours increased work family conflict. Cohen and Liani (2009) have shown that full-time work increases the level of work-family conflict. Adkins and Premeaux (2012) have determined that as work hours increase, work-family conflict also increases. McNamara, Catsoupes, Costa, Brown and Valcour (2013) found that employees with fewer weekly working hours experienced less family conflicts. Gamor et al. (2014) determined that working hours in their work are strongly related to work family conflict.

## Turnover Intention

Turnover intention means that the person is willing to leave their current job to evaluate other business options (Yıldız, Yalavaç and Meydan, 2013: 168). It can be defined as the tendency to leave and the last step before resignation (Yıldırım, Erul and Kelebek, 2014: 37). Because it is highly related to leaving work, it is important to predetermine turnover intention (Arshadi ve Shahbazi, 2013: 640; Chan, Mai, 2015: 132). Turnover intention is a strong indication for the individual to leave work in the real sense and it is regarded as the main indication (Schwepker, 2001: 42; Çiftçioğlu, 2011: 111). Causing harmful consequences for businesses and serious costs, turnover intention is the last stage before leaving work (Shahpouri, Namdari ve Abedi, 2016: 217). Mobley, Horner, and Hollingsworth (1978) have emphasized that turnover intention is a strong indication of leaving work.

Despite the use of different terms, researchers have defined the turnover intention as the willingness and desire of a person to leave work (Liu ve Onwuegbuzie, 2012: 161). When an employee starts thinking about leaving work, he or she thinks about other opportunities and can actively start looking for work (Russ ve Mcneilly, 1995: 57).

Turnover intention is defined as the destructive effect on employees when they are dissatisfied with the work conditions (Rusbult, Farrel, Rogers ve Mainous, 1988; Çekmecelioğlu, 2005: 28; Demir and Tütüncü, 2010: 68). Turnover intention is a negative behavior that employees show if they are dissatisfied with the conditions of employment (Rusbult et al., 1988).

Turnover intention is a complex phenomenon depending on various factors. Many studies on turnover intention have revealed that factors such as age, gender, occupation, experience, and education affect the intentions of employees to leave work (Kaur, Mohindru and Pankaj, 2013: 1220).

Studies have shown that employers consider women potentially as employees who can leave work. Because the average turnover rate of women is higher than that of men (Şener and Doğan, 2007: 179). Previous research has also shown that women tend to be more likely to leave work than men (Mynatt, Omundson, Schroeder and Stevens, 1997: 665). Because women have more reasons to leave their jobs, such as marriage and begin a family and pursuing a spouse career (Russ and McNeilly, 1995: 59). Cotton and Tuttle (1986) have reported that women are more likely to leave work than men. Şahin (2011) stated that in the study, women intend to leave more work than men. Emiroğlu, Akova and Tanrıverdi (2015) have determined that women intend to leave more work than men. Because of long working hours, low work security, and irregular working hours, women have difficulty in establishing a healthy balance between work and family, and in this case they leave work (Blomme, 2010: 271).

Weisberg and Kirschenbaum (1991) have found that older employees are less likely to leave work. McCarthy, Tyrrell, and Lehane (2007) found that young employees are more likely to leave work than seniors. Perez (2008) has reached the conclusion that turnover intention decrease with increasing age. Takase, Oba and Yamashita (2009) found that employees who born between 1960 and 1974 in the intergenerational comparative study are more likely to leave the job due to the imbalance between work and private life. Almalki, Gerald and Clark (2012) conclude that young people are more likely to have turnover intention than older. Emiroğlu, Akova and Tanrıverdi (2015) have determined that older people are more likely to have turnover intention than young people. In addition to these studies, Akova et al. (2015) have determined that young employees are less likely to have turnover intention. Because younger employees have less work experience and therefore they have less opportunity to change jobs.

Cotton and Tuttle (1986) have found that married employees are less likely to leave work than non-married workers. Weisberg and Kirschenbaum (1991) have found that non-married employees are more likely to leave jobs. Almalki, Gerald and Clark (2012) found that non-married employees are more likely to leave their jobs than married workers in the study. It also has been determined that as never married employees

have less family responsibilities, they intend to leave more jobs as they don't have to think about the family when the business is changing. Chiang and Chang (2012) have found that marital status influences the level of stress and turnover intention. Emiroğlu, Akova and Tanrıverdi (2015) have stated that non-married persons have more turnover intention than married ones.

Mobley et al. (1978) states that young employee with lower satisfaction levels are more likely to leave work. Cotton and Tuttle (1986) have stated that the turnover intention decreases as the age and duration of service increase. Igbaria and Siegel (1992) report that as the age and duration of service decrease, the turnover intention increases. Batt and Valcour (2003) state that as age and duration of service increases, the turnover intention decreases. Gurpreet (2007) determine that as age and experience increase, the turnover intention decreases. Eren and Saraçoğlu (2011) determine that as duration of service increase, the number of employees thinking about working in another job (due to age, proficiency, etc) decrease. Almalki, Gerald and Clark (2012) found a negative relationship between the turnover intention and duration of service. In other words, as the number of years of work increases, the turnover intention decreases.

The most important factor affecting employees to leave job is the salary they receive (Tütüncü and Demir, 2003: 149, Emiroğlu, Akova and Tanrıverdi, 2015: 386). Almalki, Gerald and Clark (2012) have found that the salary level significantly affects the turnover intention. They also found that with a lower salary, employees are more likely to leave their jobs than workers with a higher salary.

Igbaria and Siegel (1992) have found that salary satisfaction and job satisfaction decrease the turnover intention. Joseph, Ng, Koh, and Ang (2007) have found that employees who are satisfied with their salaries are less likely to leave the job. Tnay, Othman, Siong and Lim (2013) state that salary satisfaction affects the turnover intention. Employees have low intentions to leave work if their salaries are high.

### **The Relation between Work Family Conflict and Turnover Intention**

Stress caused by employees' work and family life makes it difficult for them to continue to work. Therefore, work-family conflict is thought to have an impact on turnover intention (Karabay, 2015: 128). When the work family conflict is so intensive, the only solution to reduce the conflicts is to leave work. Thus, it is likely that high-level work family conflict is related to turnover intention at high level (Andres et al., 2012: 754). An employee may have a tendency to quit when they have a work family conflict and may seek more family-friendly jobs to cope with the work-family conflict (Nohe and Sonntag, 2014: 2). Stress, tension and exhausting tasks can cause more frustration in both work and family life. People can evaluate alternative job opportunities to reduce conflict when they encounter additional challenges to balance work and family life responsibilities (Özbağ and Ceyhun, 2014: 644).

High turnover rate results in decreased productivity and customer satisfaction. However, leaving the work will continue to be a major problem for the tourism sector. Previous studies have shown that work-family conflict or family-work conflict affects employees' turnover intention (Karatepe and Baddar, 2006: 1018). Karatepe and Baddar (2006) have found that the work family conflict are important determinants of the turnover intention. In addition, it has been shown that family-work conflict is more effective than work-family conflict on the turnover intention. People who feel pressure within the family are more likely to leave the job. Karatepe and Kılıç (2007) determined that the turnover intention is more intense for employees who have a work family conflict. Heijden, Dam and Hasselhorn (2007) has found that in the case of work-family conflict employees may not have job satisfied. It turned out that after a while this situation emerge as turnover intention. Noor and Madd (2008) found a positive relationship between the turnover intention with work life conflict and stress. Çarıkcı and Çelikkol, (2009) have stated that the work family conflict affects the turnover intention. Blomme (2010) has determined that as the work family conflict increases, the turnover intention increases. Experiencing higher work family conflict hotel employees have a higher turnover intention. Panatik, Badri, Rajab, Rahman and Shah (2011) have determined that employees with high work family conflicts are more likely to have turnover intention. They

have also stated that conflict affects life satisfaction and, as a result, causes the employee to leave work. Andres et al. (2012) found that employees with high level of work-family conflicts have a high level of the turnover intention and low level of relationship satisfaction. Employees who are considering leaving their job have reported that their work life interferes with their family life. Bardakoğlu et al. (2014) determined that work family conflict and family work conflict that travel agency employees experienced increases their turnover intention. Özbağ and Ceyhun (2014) determined that the work family conflict affects the turnover intention positively. Nohe and Sonntag (2014) found that work family conflict is more effective than family work conflict on the turnover intention. Based on the results of their research, the work family conflict is an important and unique role for the employee to leave or stay at work. Ryan et al. (2015) have reached the conclusion that work family conflict affects the turnover intention. Karabay (2015) determined that the turnover intention increases as the work family conflict increases.

## **Materials and Methods**

The purpose of this research is to determine the effect of work family conflict on the turnover intention of tourist guides. Firstly the relevant literature was searched. Then, the data were collected by using the survey as it is easy to collect the information of a large number of variables from large sections. The obtained data were loaded into the statistical package program and the findings were taken into consideration. This research is a screen model that aims to determine the effect of work family conflict on the turnover intention of tourist guides. The screen models help to identify the current situation (Balcı, 2006). In addition, the relational screen model was used in the study. The universe of this research consists of tourist guides. The scope of this research is limited to the literature that can be reached and tourist guides participating in the survey.

Hypotheses to be tested in the research are given as follows.

- H1: There is a meaningful relationship between the work family conflict and the turnover intention.
- H2: There is a significant difference between gender variables of tourist guides and a) the work family conflict b) the turnover intention.
- H3: There is a significant difference between the age variable and the tour guides' experience of a) the work family conflict and b) the turnover intention.
- H4: There is a significant difference between the marital status variable and tourist guides' a) work family conflict b) the turnover intention.
- H5: There is a significant difference between the income level of the tourist guides and a) the work family conflict b) the turnover intention.
- H6: There is a significant difference between the experience of the guide and a) the work family conflict b) the turnover intention.
- H7: There is a significant difference between the work situation of the guide and a) the work family conflict b) the turnover intention.
- H8: There is a significant difference between the number of days in the week tour guides work and a) the work family conflict b) the turnover intention.
- H9: There is a significant difference between the regulation working hours and a) work family conflicts b) the turnover intention that tourist guides experience.

## **Sampling and Data Collection Process**

The universe of this research consisted of tourist guides working in travel agencies in Turkey. According to statistic in 2016, there are 9997 tourist guide in Turkey (Tureb, 2016). According to sample size table, it is stated that 384 sample is enough for such a research (Altunışık, Coşkun, Bayraktaroğlu and Yıldırım, 2012: 138). As it is difficult and costly to reach tourist guide all around Turkey, questionnaire form was sent to tourist guides via e-mail. The easy sampling method was used in the research. In addition, a questionnaire was applied by face-to-face interview with the tourist guides participating in the seminars organized by İzro

in İzmir. Questionnaires were conducted face-to-face with tourist guides in places such as Hagia Sophia, Blue Mosque, Topkapi Palace. In addition, in Muğla and Nevşehir, tourist guides were wanted to reach through the interviewers. In order to ensure that the questionnaires are applied in a healthy way, the interviewers were informed about the aim of the research. The survey, which is used as a data collection tool in the research, consists of three parts. In the first part, there are 19 questions to determine the socio-demographic characteristics of the tourist guides who participated in the survey.

In the second part of the questionnaire, we used the family conflict scale of 26 items belonging to Lambert, Hogan, Camp and Ventura (2006) to measure the level of work family conflict of the guides. The adaptation of the scale to Turkish was done with the help of the linguists and expert academicians. During the adaptation of the scale to Turkish, some items were divided into two and all expressions were collected in 33 items. The scale was also applied in the tourism sector by Yurtseven (2008) and Çakır (2011). Participants' grades in each expression were asked to mark in the 5-point Likert scale.

In the third part of the questionnaire, the turnover intention scale of Schwepker (2001) and Rode et al. (2007) were used to determine the turnover intention of tourist guides. Participants' grades to participate in each expression were asked to be 1: Always 2: Frequently 3: Sometimes 4: Rarely 5: Never at the 5-point Likert scale.

### **Data Analysis and Reliability**

A pre-test has been applied to 100 tourists guide between December 2015 and January 2016 for reliability analysis of the prepared questionnaire. The Cronbach's Alpha coefficient of the work family conflict scale is 0.941 and the Cronbach's Alpha coefficient of turnover intention scale is 0.928. These results show that both scales are very reliable.

The data obtained at the end of the research were evaluated with the statistical program. The data obtained to demonstrate the demographics of the participants and the data that includes the characteristics of the participants concerning the work family conflict were evaluated by considering the frequency and percentage distributions of the participants' turnover intention. The arithmetic mean and standard deviations of the expressions have been determined regarding the evaluation of the items of the work family conflict scale of the tourist guides. Interpretation of the arithmetic mean is taken as a criterion: 1.00-1.79 = strongly disagree; 1.80-2.59 = disagree 2.60-3.39 = neutral; 3.40-4.19 = agree; 4.20-5.00 = strongly agree.

In addition, it has been investigated whether the data are distributed normally. As a result of the analysis, Sig. .437 > 0.05 indicates normal distribution of the data. Parametric tests were used because the data are normally distributed. t test was used to determine whether there was a statistically significant difference between two groups. t test was conducted for the gender variables of the tour guides participating in the survey. One-way ANOVA test was applied for the variables of age, duration of tour, marital status, income level, duration of experience. Tukey test was used to determine the source of the significant differences in these variables. Correlation analysis was used to determine the relationship between work family conflict and turnover intention.

### **Results and Discussion**

In this section, the percentage frequency values for the demographic factors of the tourist guides participating in the survey and their opinions about the work family conflict and the turnover intention are included. In addition, in the analysis of the data obtained from the research, different statistical methods were used to determine the relationships and differences between the variables. Table 1 contains the demographic characteristics of the guides.

Table 1. Demographic Profile of the Tourist Guides Attending the Survey

Demographic Variables	N	%
<b>Gender</b>		
Female	127	32,1
Male	269	67,9
Total	396	100,0
<b>Age (years)</b>		
20-29	114	28,8
30-39	135	34,1
40-49	95	24,0
50-59	35	8,8
60 ≤	17	4,3
Total	396	100,0
<b>Marital status</b>		
Married	196	49,5
Single	165	41,7
Widow/widower	8	2,0
Divorced	27	6,8
Total	396	100,0
<b>Education</b>		
High school	28	7,1
Associate degree	58	14,6
Undergraduate	256	64,6
Master Degree	54	13,6
Total	396	100,0
<b>Income level (turkish liras)</b>		
≤1500	5	1,3
1501-2500	28	7,1
2501-3500	160	40,4
3501-4500	148	37,4
4501≤	55	13,9
Total	396	100,0

In Table 1, it is seen that 127 (32.1%) of the participants are female and 269 (67.9%) are male. When the age distributions of the tour guides participating in the survey are examined, it is seen that 114 (28.8%) are between the ages of 20-29, 135 (34.1%) are between the ages of 30-39, 95 (8.8%) between the ages of 50-59 years, 17 (4.3%) above 60 years of age. Of the respondents, 196 (49.5%) are married, 165 (41.7%) are single, 8 (2.0%) are widow/widower and 27 are divorced (6.8%). It is seen that 28 (7,1%) participants have high school degree, 58 (14,6%) participants have associate degree, 256 (64,6%) participants have undergraduate degree and 54 (13,6%) participants have master degree. When the income levels of the tour guides participating in the survey are examined, it is seen that 5 (1,3%) are 1500 TL and below, 28 (7,1%) are 1501-2500 TL, 160 (40,4%) are 2501-3500 TL, 148 (37,4%) are 3501-4500 TL, 55 (13,9%) are 4501 TL and above.



Table 2: Distribution of Tourist Guides Attending the Survey According to Occupational Characteristics

<b>Tourist Guide Profession</b>	<b>N</b>	<b>%</b>
<b><i>Time of Experience (years)</i></b>		
1≥	10	2,5
2- 5	107	27,0
6-10	118	29,8
11-15	75	18,9
16- 20	41	10,4
21≤	45	11,4
Total	396	100,0
<b><i>Working Status</i></b>		
Territorial- Active	358	90,4
Regional- Active	38	9,6
Total	396	100,0
<b><i>Operation Mode</i></b>		
Working with agency	73	18,4
Both Agency and Freelancers	323	81,6
Total	396	100,0
<b><i>Working time in operation (years)</i></b>		
1≥	26	6,6
2- 5	160	40,4
6-10	112	28,3
11-15	48	12,1
16- 20	31	7,8
21≤	19	4,8
Total	396	100,0
<b><i>Service group</i></b>		
Transfer	110	27,8
Missing Data	286	72,2
Total	396	100,0
Night Tour	109	27,5
Missing Data	287	72,5
Total	396	100,0
Daily Tour	347	87,6
Missing Data	49	12,4
Total	396	100,0
Package Tour	313	79,0
Missing Data	83	21,0
Total	396	100,0
<b><i>Base pay</i></b>		
Yes	161	40,7
No	69	17,4
Sometimes	166	41,9
Total	396	100,0

When the experience of tour guides participating in the survey are examined, it is found that 10 (2.5%) are less than 1 year, 107 (27.0%) are 2-5 years, 118 (29.8%) (18.9%) have a period of 11 to 15 years, 41 (10.4%) have 16 to 20 years, and 45 (11.4%) have 21 years or more. When the working status of tourist guides are examined, it is seen that 358 (90.4%) are territorial-active and 38 (9.6%) are regional-active. When we look at the study forms of respondents, it is seen that 73 (18.4%) are working with agents and 323

(81.6%) are working both agency and freelancers. When the working time in operation of guides is examined, it is found that 26 (6.6%) of the guides are less than 1 year, 160 (40.4%) are between 2-5 years, 112 (28.3%) are between 6-10 years, 48 (12.1%) are between 11 and 15 years, 31 (7.8%) are between 16 and 20 years and 19 (4.8%) are 21 years and above. When the service groups of the tour guides participating in the survey are examined, it is found that 110 (27.8%) transfers, 109 (27.5%) night tour, 347 (87.6%) day tour and 313 (79.0%) the package tour group. Of the tourist guides who participated in the survey, 161 (40.7%) stated that they receive a base pay, 69 (17.4%) did not receive a base pay, and 166 (41.9%) occasionally receive a base pay.

Table 3: Distribution of Tourist Guides Attending the Survey According to the Working Time and the Type

<b>Operation time</b>	<b>N</b>	<b>%</b>
<b>per tour in a week</b>		
1-2 days	46	11,6
3-4 days	182	46,0
5-6 days	130	32,8
Everyday	38	9,6
Total	396	100,0
<b>Arrangement of working hour</b>		
Regular	35	8,8
Irregular	361	91,2
Total	396	100,0

According to the Table 3, 46 (11.6%) the guides participated in the survey work 1-2 days per week, 182 (46.0%) work 3-4 days per week, 130 (32.8%) work 5-6 days per week, and 38 (9.6%) work every day. Of participants, 6 (91.2%) have irregular working hours while 35 (8.8%) have regular working hour.

Table 4: Distributions of Tourist Guides Attending the Survey in Terms of Family/Spouse Attributes

<b>Family/spouse attributes</b>	<b>N</b>	<b>%</b>
<b>Working status of spouse</b>		
Working	133	67,9
Not working	63	32,1
Total	196	100,0
<b>per hours in a week of spouse</b>		
Less than 40 hours	68	51,1
More than 40 hours	65	48,9
Total	133	100,0
<b>Number of children</b>		
1	75	18,9
2	104	26,3
3 and above	9	2,3
Not	208	52,5
Total	396	100,0
<b>Parents alive?</b>		
Yes	318	80,3
No	78	19,7
Total	396	100,0
<b>Spare time for Parents</b>		
Often	59	18,6
Sometimes	149	46,9
Rarely	110	34,6

Total	318	100,0
<b>Home assistants available?</b>		
Yes	61	15,4
No	335	84,6
Total	396	100,0

According to Table 4, 133 (67.9%) of the guides have a working spouse while 63 (32.1%) of them have not working. When the number of children is examined, it is seen that 75 (18.9%) the guides have one child, 104 (26.3%) of them have 2 children, 9 (2.3%) of them have 3 and more children and 208 (52.5%) of them have no child. 318 (80.3%) guide's parents are alive, and 78 (19.7%) guide's parents are not. When the time allocated to the parents are examined, 59 (18.6%) guides respond often, 149 guides respond (46.9%) sometimes and guides respond 110 (34.6%) rarely. 61 of the respondents (15.4%) have a home assistant and 335 (84.6%) of them have not any home assistant.

Table 5: Standard Deviation and Arithmetic Mean Values of the Work Family Conflict Questions According to the Responses of the Tourist Guides Attending to the Research

Expressions	Arithmetic Mean	Standard Deviation	Cronbach's Alpha
I do not enjoy the time I spend with my family because of my work.	2,08	1,03	.939
I can not spend time with my family because of my work.	2,69	1,11	.939
My family life does not obstruct my business life.*	2,84	1,31	.941
I usually argue with my family because of my work.	2,11	1,27	.939
My out-of-work time matches the schedule of my family members.	2,93	1,21	.940
My social life does not obstruct my work.*	2,61	1,23	.939
When I come home from work, I am usually tired and I can not accompany my family.	2,75	1,25	.939
My out-of-work time matches time I spend for my social needs.*	2,85	1,15	.939
When I come home from work, I usually can not accompany my friends because I'm tired.	3,00	1,22	.939
Although I do not want, I usually have to do overtime.	2,96	1,16	.939
Sometimes the problems in my family life cause me to be late for work.	2,07	1,20	.939
I do not reflect on the problems at work to home.*	2,52	1,17	.940
I can not spend time at home because I spend a lot of time at work.	2,94	1,23	.939
Behaviors, I learned at work, help me to be a better parent, spouse, friend, etc.*	3,41	1,17	.942
When I come home, sometimes I am too stressed to do things I enjoy doing because of my business responsibilities.	2,81	1,26	.939
Uncertainty in working time does not negatively affect my social life.*	2,85	1,35	.940
Because of the stress in the home, I am usually busy with family problems at work.	2,09	1,15	.941
I usually get nervous at home because of my work.	2,34	1,26	.939
Uncertainty in working time does not negatively affect my family life.*	2,96	1,25	.940
I usually get tired at work because of things I have to do at home.	2,27	1,09	.939
My work affects my family life positively.	2,63	0,94	.940
The roles I undertake at home (parent, spouse, etc.) do not conflict with the roles I take on work.*	2,58	1,22	.941
My work makes it hard for me to be comfortable even when I'm away from work.	2,46	1,20	.939
I do not have any time for my family life because of my job.	2,66	1,12	.938
I do not feel nervous when I try to balance work and family life.*	2,91	1,23	.940
Sometimes the problems in my social life cause me to be late for work.	2,17	1,08	.939

My family expresses their happiness for the time I spent in my job. *	2,89	1,11	.940
I often miss important events related to my family because of work.	3,11	0,99	.940
My friends express their happiness for the time I spent in my job. *	2,81	1,11	.940
I realize that my behavior at home is not effective at work.	2,91	1,08	.942
My family likes that I keep busy with my work. *	2,68	1,12	.940
I often miss important events related to my social life because of work.	3,17	1,04	.939
My friends like that I keep busy with my work. *	2,60	1,10	.941
<b>* Expressions are reverse encoded.</b> <b>General Standard Deviation: 1.1639</b> <b>General Arithmetic Mean 2.68</b> <b>Cronbach's Alpha: 0,941</b>			

According to Table 5, when the arithmetic mean values of the answers given by the tourist guides participating in the survey on "work family conflict" are examined, the highest value ( $\bar{X} = 3,41$ ) is "Behaviors, I learned at work, help me to be a better parent, spouse, friend, etc.". The other expression with a high mean of the scale appears ( $\bar{X} = 3,17$ ) "I often miss important events related to my social life because of work." and ( $\bar{X} = 3,11$ ) "I often miss important events related to my family because of work." It is determined that the participants responded "agree" to the "Behaviors, I learned at work, help me to be a better parent, spouse, friend, etc." expression. Participants also responded "neutral" to the "I often miss important events related to my social life because of work." expression. Participants responded "neutral" to the "I often miss important events related to my family because of work." expression.

According to Table 5, when the arithmetic mean values of the answers given by participants on "work family conflict" are examined, it seen that "Sometimes the problems in my family life cause me to be late for work." expression has the lowest arithmetic mean values ( $\bar{X} = 2,07$ ). The other expressions with a low mean of the scale appears "I do not enjoy the time I spend with my family because of my work." ( $\bar{X} = 2,08$ ) and "Because of the stress at home, I am usually busy with family problems at work." ( $\bar{X} = 2,09$ ). It is determined that the participants responded "disagree" to "Sometimes the problems in my family life cause me to be late for work.", "I do not enjoy the time I spend with my family because of my work." and "Because of the stress at home, I am usually busy with family problems at work." expressions.

Table 6: Standard Deviation and Arithmetic Mean Values According to the Responses of the Tourist Guides Attending the Research to the Turnover Intention

Expressions	Arithmetic Mean	Standard Deviation	Cronbach's Alpha
I intend to leave this business in the next three months.	3,55	1,27	.917
I intend to leave this job in the next six months.	3,71	1,14	.915
I am thinking about leaving this job at any time in the next year.	3,65	1,18	.915
I plan to quit this job any time in the next two years.	3,59	1,17	.914
I intend to work in a better business.	3,08	1,31	.927
If I find a better job, I prefer to work in another job.	3,17	1,26	.924
I am constantly looking for a better job.	3,28	1,24	.918
Sometimes I think about looking for other jobs.	3,25	1,22	.918
<b>General Standard Deviation: 1,22375</b> <b>General Arithmetic Mean: 3.41</b> <b>Cronbach's Alpha: 0,928</b>			

According to Table 6, when the arithmetic mean values of the answers given by the tourist guides participating in the survey on "turnover intention" are examined, the highest value is "I intend to leave this job in the next six months." ( $\bar{X} = 3,71$ ). The other expressions with a high mean of the scale is determined that "I am thinking about leaving this job at any time in the next year." ( $\bar{X} = 3,65$ ) and "I plan to quit this job any time in the next two years." ( $\bar{X} = 3,59$ ). It is determined that the participants responded "agree" to "I intend to leave this job in the next six months.", "I am thinking about leaving this job at any time in the next year." and "I plan to quit this job any time in the next two years." expressions.

According to Table 6, when the arithmetic mean values of the answers given by the tourist guides participating in the survey on "turnover intention" are examined, the lowest value is "I intend to work in a better business." ( $\bar{X} = 3,08$ ). The other expressions with a low mean of the scale are determined "If I find a better job, I prefer to work in another job." ( $\bar{X} = 3,17$ ) and "Sometimes I think about looking for other jobs." ( $\bar{X} = 3,25$ ). It is determined that the participants responded "neutral" to "I intend to work in a better business.", "If I find a better job, I prefer to work in another job." and "Sometimes I think about looking for other jobs." expressions.

Table 7: Independent sample t test of gender, working status, working shedule and work family conflict and turnover intention variables of tourist guides

			Levene Test		T-test of Equality of Means			
			F	Sig	t	sd	Sig. 2-tailed	Mean Difference
Gender	Work-family	Equal Variances	7,815	.005	2,031	.795	0.43	.159
		Unequal Variances			1.93	.692	.055	.159
Turnover intention		Equal Variances	1.129	.289	-.689	1.06	.491	-.074
		Unequal Variances			-.668	.974	.505	-.074
Working status	Work-family	Equal Variances	4.52	.502	-2.42	.727	.016	-.299
		Unequal Variances			-2.47	.707	.017	-.299
Turnover intention		Equal Variances	4,996	.026	-.630	.983	.529	-.107
		Unequal Variances			-.544	1.17	.589	-.107
Working hours regulation	Work-family	Equal Variances	4.91	.027	-.297	.589	.767	-.038
		Unequal Variances			-.359	.742	.721	-.038
Turnover intention		Equal Variances	2.52	.113	.896	0.89	.371	.159
		Unequal Variances			.990	1.01	.328	.159

According to Table 7, as a result of the t test analysis, Levene test significance level in terms of gender variation was calculated as Sig. .005 value, below Sig.  $\leq 0,05$  meaningfulness level and there is a significant difference between female and male participants. Female guides are found to have more work family conflicts than male guides. For this reason, Hypothesis 2a is accepted that "There is a meaningful difference between gender and work family conflict". The result obtained from the research is also similar to the results of previous studies on work family conflict. In studies conducted by Antalya and Çarıkçı (2007), Sekine et al. (2010) and Hill (2005) it is found that female have relatively more work family conflict than male.

As a result of the analysis, in terms of gender variation the Levene test for turnover intention is Sig. .289 significant value, above Sig.  $\leq 0,05$  meaningfulness level, there is no significant difference between male and female participants. Thus, Hypothesis 2b, " There is a significant difference between gender variables of tourist guides and turnover intention." has been rejected. The results obtained from the research are similar to the results of some previous research (Örücü and Özafşarlıoğlu, 2013; Gürpınar, 2006; Yıldırım et. al, 2014) on turnover intention. They found no significant difference between male and female on turnover intention.

As a result of the analysis, in terms of working shedule variation the Levene test for work family conflict is Sig. .027 value, above  $\leq 0,05$  meaningfulness level, there is a meaningful difference between having regular working hours and non-regular working hours. It is determined that the guides who assessed the working hours as irregular experience more work-family conflict. Therefore, Hypothesis 9a “There is a significant difference between the regulation working hours and the work-family conflict that tourist guides experience.” is accepted. The result obtained from the research is also similar to the results of previous research on work family conflict. Day and Chamberlain (2006) have determined that irregular working hours may cause work-family conflict.

As a result of the analysis, in terms of working shedule variation the Levene test for turnover intention is Sig. .113 value, above  $\leq 0,05$  meaningfulness level, there is no significant difference between those with regular working hours and those with non-regular working hours. Thus, Hypothesis 9b “There is a significant difference between the regulation working hours and the turnover intention that tourist guides experience.” has been rejected.

As a result of the analysis, in terms of working status variation the Levene test for work family conflict is Sig. .502 value, above Sig.  $\leq 0.05$  meaningfulness level, there is no significant difference between territorial active guides and regional active guides. For this reason, Hypothesis 7a, “There is a significant difference between the work situation of the guide and the work family conflict”, has been rejected.

Table 8: Data on the comparison of the age, marital status, income level, experience, work day per week, working hours regulation of the tourist guide and opinions of work family conflict

Work family conflict	Group No	Age	N	$\bar{X}$	sd	f	Sig	Differences in group
	1	20-29	114	2,94	.85	10,831	.000	2>3 2>4
2	30-39	135	2,97	.64				
3	40-49	95	2,45	.57				
4	50-59	35	2,54	.63				
5	60 ve	17	2,57	.61				
	Total	396	2,78	.73				
Turnover intention	Group No	Age	N	$\bar{X}$	sd	f	Sig	Differences in group
	1	20-29	114	3,39	1,09	4,415	.002	4>2
2	30-39	135	3,25	.89				
3	40-49	95	3,39	1,04				
4	50-59	35	3,98	.74				
5	60 ve	17	3,79	1,02				
	Total	396	3,41	1,00				
Work family conflict	Group No	Marital status	N	$\bar{X}$	sd	f	Sig	Differences in group
	1	Married	196	2,95	.79	7.892	.000	1>2
2	Single	165	2,58	.59				
3	Widow/widower	8	2,85	.59				
4	Divorced	27	2,76	.77				
	Total	396	2,76	.73				
Turnover intention	Group No	Marital status	N	$\bar{X}$	sd	f	Sig	
	1	Married	196	3,32	1,02	1.383	.248	
2	Single	165	3,49	1,00				
3	Widow/widower	8	3,84	.475				
4	Divorced	27	3,44	.845				
	Total	396	3,41	1,00				

Work family conflict Çatışması	<b>Group No</b>	<b>Income level</b>	<b>N</b>	$\bar{X}$	<b>sd</b>	<b>f</b>	<b>Sig</b>	<b>Differences in group</b>
	1	1500 and below	5	2.50	.556	5.003	.001	3>5
	2	1501-2500	28	2.77	.736			
	3	2501- 3500	160	2.96	.682			
	4	3501- 4500	148	2.69	.777			
	5	4501 and above	55	2.52	.629			
	Total	396	2.78	.730				
Turnover intention	<b>Group No</b>	<b>Income level</b>	<b>N</b>	$\bar{X}$	<b>sd</b>	<b>f</b>	<b>Sig</b>	<b>Differences in group</b>
	1	1500 and below	5	3.30	.899	7.642	.000	5>4
	2	1501-2500	28	3.41	1.05			
	3	2501- 3500	160	3.22	1.03			
	4	3501- 4500	148	3.38	.978			
	5	4501 and above	55	4.06	.687			
	Total	396	3.41	1.00				
Work family conflict	<b>Group No</b>	<b>Experience (years)</b>	<b>N</b>	$\bar{X}$	<b>sd</b>	<b>f</b>	<b>Sig</b>	<b>Differences in group</b>
	1	less than a year	10	2,86	.798	6.326	.000	2>6
	2	2-5	107	3,00	.795			
	3	6-10	118	2,83	.739			
	4	11-15	75	2,76	.657			
	5	16-20	41	2,35	.527			
	6	21 years and above	45	2,53	.580			
	Total	396	2,78	.730				
Turnover intention	<b>Group No</b>	<b>Experience (years)</b>	<b>N</b>	$\bar{X}$	<b>sd</b>	<b>f</b>	<b>Sig</b>	<b>Differences in group</b>
	1	less than a year	10	3,57	1,04	2.325	.042	6>3
	2	2-5	107	3,45	1,04			
	3	6-10	118	3,23	.953			
	4	11-15	75	3,32	.913			
	5	16-20	41	3,61	1,074			
	6	21 years and above	45	3,73	1,03			
	Total	396	3,41	1,00				
Work family conflict	<b>Group No</b>	<b>Work day per a week</b>	<b>N</b>	$\bar{X}$	<b>sd</b>	<b>f</b>	<b>Sig</b>	
	1	1-2 days	46	2,89	.571	1.294	.276	
	2	3-4 days	182	2,73	.707			
	3	5-6 days	130	2,77	.774			
	4	Eveyday	38	2,94	.834			
	Total	396	2,78	.730				
Turnover intention	<b>Group No</b>	<b>Work day per a week</b>	<b>N</b>	$\bar{X}$	<b>sd</b>	<b>f</b>	<b>Sig</b>	<b>Differences in group</b>
	1	1-2 days	46	3,04	1.08	2.565	.054	3>1
	2	3-4 days	182	3,43	1.00			
	3	5-6 days	130	3,51	.984			
	4	Eveyday	38	3,43	.859			
	Total	396	3,41	1.00				

As a result of the analysis, in terms of working status variation the Levene test for turnover intention is Sig. .026 value, below  $\leq 0,05$  meaningfulness level, there is no significant difference between territorial active guides and regional active guides. It has been determined that regional guides have more the turnover intention. Hence, Hypothesis 7b "There is a significant difference between the work situation of the guide and the turnover intention." has been accepted.

According to Table 8, there is a statistically significant difference between the ages of the guides and work family conflict (f value = 10,831; p = .000). The result of Tukey test shows that there is a significant difference between participants aged 30-39 (= 2.97), aged 40-49 (= 2.45) and aged 50-59 (= 2.54) in terms of work family conflict. In other words, it is seen that tourist guides, who is between 30-39 year old, have more work family conflicts than 40-49 year old and 50-59 year old. As a result, Hypothesis 3a "There is a significant difference between the age variable and the tour guides' experience of the work family conflict" has been accepted. Similarly, Giray and Ergin (2006) and Erdamar and Demirel (2014) have found that younger employees have more work-family conflict than older. Similarly, there is a statistically significant difference in the turnover intention according to the age of the guides (f value = 4,415; p = .002). As a result of Tukey test, there is a significant difference between the participants aged 30-39 (= 3.25) and the participants aged 50-59 (= 3.98) in terms of turnover intention of the tourist guides. Stated in order words, it is determined that participants aged 50-59 have more turnover intention than participants aged 30-39. As a result, Hypothesis 3b "There is a significant difference between the age variable and the tour guides' experience of the turnover intention." has been accepted. Likewise, Akova et. al (2015) have found that young employees has less turnover intention.

Table 8 shows statistically significant differences between work family conflict according to the marital status of tourist guides (f value = 7,892; p = .000). As a result of tukey test, there is a significant difference between married (= 2.95) participants and single (= 2.58) participants in terms of work family conflict. In other words, it seems that married participants have more work family conflict than single participants. Hypothesis 4a "There is a significant difference between the marital status variable and work family conflict of tourist guides." has been accepted. This result is consistent with the results of other studies in the field. Çarıkçı and Çelikkol (2009), Aras and Karakiraz (2013) have reached a conclusion that married participants experience more work family conflicts. According to Table 8, there is no statistically significant difference between the marital status of tourist guides and their turnover intention. On the basis of this result, Hypothesis 4b "There is a significant difference between the marital status variable and the turnover intention." has been rejected. The results obtained from the research are similar to the results of some previous studies on turnover intention. In the research performed by Örucü and Özafşarlıoğlu (2013), Yıldız et. al (2013), it is found that there is no significant difference between turnover intention and marital status.

According to Table 8, there is a statistically significant difference between the income levels of tourist guides and the work family conflict (f value = 5.003; p = .001). As a result of Tukey test, there is a significant difference between the participants who earned 2501-3500 TL (= 2.96) and 4501TL and above (= 2.52) participants in terms of work family conflict. In other words, the participants who earned 2501-3500 TL seem to have more work family conflict than the participants who have earned 4501 TL and above. Consequently, Hypothesis 5a "There is a significant difference between income level of the guides and the work family conflict." has been accepted. Similarly, there is a statistically significant difference between the income levels of tourist guides and turnover intention (f value = 7,642; p = .000). As a result of Tukey test, there is a significant difference between the participants who earned 3501-4500 TL (= 3,38) and 4501 TL and above (= 4,06) participants in terms of turnover intention. It is determined that the participants who earned 4501 TL and above have more turnover intention. Hypothesis 5b "There is a significant difference between income level of the tourist guides and turnover intention." has been accepted.

According to Table 8, there is a statistically significant difference between the experince of the tourist guides and the family conflict (f value = 6,326; p = .000). As a result of the Tukey test, there is a significant difference between the participants who worked for 2-5 years (= 3.00) and those who worked 21 years and



above (= 2.53) in terms of work family conflict. In other words, it seems that the participants who worked for 2-5 years have more work family conflicts than the participants who worked for 21 years and above. Hypothesis 6a “There is a significant difference between the experience of the guide and the work family conflict.” has been accepted. Similarly, there is a statistically significant difference between the experience of the guides and turnover intention (f value = 2,325; p = .042). As a result of tukey test, there is a significant difference between the participants who worked for 6-10 years (= 3,23) and the participants who worked 21 years and above (= 3,73) in terms of turonover intention. In other words, it is determined that the participants who worked for 6-10 years have less turnover intention than the participants who worked for 21 years and above. Consequently, Hypothesis 6b “There is a significant difference between the experience of the guide and turnover intention.” has been accepted.

According to Table 8, there is no statistically significant difference between work day per a week and the work family conflict. Consequently, Hypothesis 8a “There is a significant difference between the number of days in the week tour guides work and work family conflict.” has been rejected. According to Table 8, there is a statistically significant differences between work day per a week and the turnover intention (f value = 2,565; p = .054). As a result of Tukey test, a significant difference is found between participants taking the tour 1-2 days a week (= 3,04) and those taking the tour 5-6 days a week (= 3,51). In other words, it is seen that tourist guides, taking more tour per a week, have more turnover intention. Consequently, Hypothesis 8b “There is a significant difference between the number of days in the week tour guides work and turnover intention.” has been accepted.

Table 9: Findings related to the relationship between work family conflict and turnover intention

	<b>The work family conflict</b>	<b>The turnover intention</b>
<b>The work family conflict</b>	1	-.480**
<b>The turnover intention</b>	-.480**	1

As a result of a correlation analysis to determine the relationship between work-family conflict and turnover intention, a negative correlation is determined. There is a negative correlation between the work family conflict and turnover intention of tourist guides. When the state of participation in the work family conflict scale is going from negative to positive, the state of participation in the turnover intention scale is going from positive to negative. For this reason, work family conflict and turnover intention have an adverse relationship. Stated in other words, the guides who definitely agree with one of the work family conflict items always marked the option of turnover intention. For this reason, it can be said that the turnover intention of the guides increases as the work family conflict increases. This result of the research is consistent with the results of other studies conducted in the field (Karatepe and Baddar, 2006; Balmforth, Gardner, 2006; Heijden, Dam and Hasselhorn 2007; Noor, Madd, 2008; Çarıkçı, Çelikkol, 2009; Blomme, 2010; Karabay, 2015). Consequently; Hypothesis 1 “There is a meaningful relationship between the work family conflict and the turnover intention.” has been accepted.

## Conclusion

The results of this research to determine the effect of the work family conflict on the turnover intention can be summarized as follows:

Female tourist guides experience more family conflict than male tourist guides. Due to the high family responsibilities of women, more work-family conflicts than men are supported by many studies in the literature (Greenhaus et al., 1997; Fu and Shaffer, 2000; Bolorizadeh et al., 2013). The long and irregular working conditions of the profession cause them to be unable to spend time in the families of female tourist guides. As tours that start in the morning early continue till evening take so much time, female guides can not spend much time with their families. This situation leads to more work family conflict among female guides who have more responsibility for spouses and children.

Tourist guides with irregular working hours have more work family conflict than tourist guides with regular working hours. Irregular working hours have also been found in the literature as the cause of work family conflict (Adkins and Premeaux, 2012; Mcnamara et al., 2013; Gamor et al., 2014). Because tourist guides have quite irregular working hours, they do not know when to begin the tour, how many days the tour will take, how many days a year they will work, and which days they will have a holiday. Even because of a problem that may be encountered during the tour, they do not even anticipate when tour can end. Thus, a guide may encounter with some hardship to plan for family life. The guide can not immediately step in an emergency situation experienced by his family during the tour. Such situations lead to conflicts between the work and family of the guides.

Guides aged 30-39 years have more work-family conflict than older. It is seen that the age factor influences the work family conflict in similar studies in the literature (Giray and Ergin, 2006; Erdemar and Demirel, 2014). It may be that younger generations have more family conflict because of the fact that they are inexperienced. Young people are more inexperienced both in business and in marriage. Hence, there is more conflict between work and family. Older people are more mature at work and in family life.

Married guides have more family conflict than single guides. When the literature is examined, it is seen that the marital status is one of the factors affecting the work family conflict (Özmete and Eker, 2012; Lee et al., 2014). The roles and responsibilities of single and married people are different. Married individuals should deal with both roles related to work and family. A high level of responsibility about both work and family life brings about conflicts. Married guides are more likely to suffer work family conflict due to longer tours and frequent out-of-town trips.

When the impact of the income level of the tourist guides on the work family conflict is examined, it is found that the guides with lower income have more work family conflict than the ones with higher income. On the other hand, guides that do not earn base fees appeared to have more work family conflict. Having lower income, individuals have more work family conflict because they can not fulfill their family demands.

Older tourist guides have more the turnover intention than younger. It can be said that experienced guides have a higher age and more turnover intention due to the fact that their retirement age has come. Taking more tours, guides have more turnover intention than guides who take less tour. Taking more tours, guides have limited time for their family and themselves. Therefore, they have more turnover intention.

Last of all, Tourist guides who have work family conflict have more turnover intention. By evaluating these results obtained from the research, some suggestions can be presented to the agency, ministry, Tureb, chamber of guides and educational institutions.

### **Recommendations for Agents**

One of the important problems that need to be solved in the first place is the lack of base fees for guides. Guides working under the agency agree on fixed fees. For this reason, they earn less income than guides working freelancers. It is very important to pay for the work done. It may be possible to prevent leaves from the work by giving the guides the determined base fees. Agents should also plan to prevent the guides from falling into a difficult situation while organising an excursion program. With a well-prepared tour, it can be reduced the work stress of the guides, as a result they can have less work family conflict. Organizing daily and short tours can be reduce work family conflict of female guides. Similarly, married guides may be given less out-of-town tours to prevent work family conflict and turnover intention.

### **Recommendations for the Ministry, Tureb and the Chambers of the Guides**

It can be learned to guides about balance work and family life in in-service training seminars. Tourist guides can be supported for family planning. By supporting like life coaching, it is possible for guides to

avoid work family conflict and turnover intention. Also illegal guidance is an important issue for the guidance profession. Unfair competition occurs because of the illegal guides accepting to work under the base fees. Tourist guides that can not find jobs because of illegal guides look for job opportunities in other sectors. Hence, inspections should be increased and the illegal guidance should be prevented.

It is also necessary for guides to take the value they deserve in order to not keep work in their current jobs. For this reason, legal regulations are needed. First of all guidance education should be conducted only in the tourist guidance undergraduate departments of the universities.

### **Recommendations for Educational Institutions**

Educational institutions that have tourist guidance department may include some suggestions for the issues of the guidance profession in their curriculum. Thus, it can be ensured that students have knowledge before they begin their career. It can be also conducted partnerships with the agencies for the internship of the students. Educational trips can be organized in nearby areas so students can gain experience. It is thought that students who learn the problems that may occur in a tour begin their profession as a experienced guides, in this way they have less work family conflict and turnover intention.

In addition, a special ability test can be applied to candidates in order to be accepted the tourist guidance departments of universities. With this test, the psychological and physiological competences of the students can be measured before entering universities.

It is thought that this research will shed light on the future researches. In future researches, guides working in a agent and freelancers can be compared. On the other hand in terms of providing a opportunity to compare guides from several different countries, guides may be included in the research from foreign countries.

### **Acknowledgment**

This study was prepared form Ayşen Acun's master thesis and was supported by the Scintific Reserach Unit of Balıkesir University with the Project number BAP 2016/117.

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