

ARAŞTIRMA MAKALESİ / RESEARCH ARTICLE

THE MODERATING EFFECT OF ROLE CONFLICT ON THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT AND WORK ENGAGEMENT*

ALGILANAN ÖRGÜTSEL DESTEK VE İŞE ADANMIŞLIK ARASINDAKİ İLİŞKİDE ROL ÇATIŞMASININ DÜZENLEYİCİ ETKİSİ

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ABSTRACT

The purpose of the study is to investigate how role conflict affects the relationship between work engagement and perceived organizational support. The emotional and practical support that workers feel they receive from their organizations is referred to as perceived organizational support. Work engagement is the term used to describe a person's dedication, loyalty, and commitment to their work. The emergence of competing demands that people encounter in their professional responsibilities is referred to as role conflict. A questionnaire-based approach is used to collect data from 299 workers in a public agency. The acquired data is then subjected to statistical analysis using the AMOS and SPSS 24 software programs. The results imply that work engagement and perceived organizational support are positively correlated. Moreover, it is discovered that role conflict moderated the association between work engagement and perceived organizational support.

Keywords: Perceived Organizational Support, Work Engagement, Role Conflict.

JEL Classification Codes: D23, M10, M13


ÖZ

Bu çalışmanın amacı, rol çatışmasının işe bağlılık ve algılanan örgütsel destek arasındaki ilişkiyi nasıl etkilediğini araştırmaktır. Çalışanların örgütlerinden aldıklarını düşündükleri duygusal ve pratik destek algılanan örgütsel destek olarak adlandırılmaktadır. İşe bağlılık, bir kişinin işine adanmışlığını, sadakatini ve bağlılığını tanımlamak için kullanılan bir terimdir. İnsanların mesleki sorumluluklarında karşılaştıkları rekabet halindeki taleplerin ortaya çıkması rol çatışması olarak adlandırılır. Bir kamu kurumundaki 299 çalışandan veri toplamak için ankete dayalı bir yaklaşım kullanılmıştır. Elde edilen veriler daha sonra AMOS ve SPSS 24 yazılım programları kullanılarak istatistiksel analize tabi tutulmuştur. Sonuçlar, işe bağlılık ile algılanan örgütsel desteğin pozitif yönde ilişkili olduğunu göstermektedir. Ayrıca, rol çatışmasının işe bağlılık ve algılanan örgütsel destek arasındaki ilişkiyi ılımlı hale getirdiği ortaya çıkmıştır.

Anahtar Kelimeler: Algılanan Örgütsel Destek, İşe Adanmışlık, Rol Çatışması.

JEL Sınıflandırma Kodları: D23, M10, M13.

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GENİŞLETİLMİŞ ÖZET

Amaç ve Kapsam:

Araştırmanın ilk bölümünde algılanan örgütsel destek, işe adanmışlık ve rol çatışması kavramları ele alınmaktadır. Bu kavramlar arasındaki ilişkiler incelenerek hipotezler formüle edilir. İkinci bölümde veri analizi ve bulguların sunulmasını kapsayan araştırma modeline uygun yöntem sunulmaktadır. Çalışmanın son bölümünde ise elde edilen sonuçlar değerlendirilmekte ve bulgulara dayalı olarak öneriler sunulmaktadır. Bu çalışmanın merkezinde, örgütsel destek ile işe adanmışlık arasındaki ilişkide rol çatışmasının düzenleyici rolünün incelenmesi bulunmaktadır. Literatür taraması sonucunda örgütsel destek, işe adanmışlık ve rol çatışması gibi kavramların ayrı ayrı ele alındığı ancak bu üç faktör arasındaki karmaşık ilişkinin yeterince anlaşılmadığı tespit edilmiştir. Bu açıdan bakıldığında, bu çalışma ilgili literatürdeki bu boşluğu doldurmayı amaçlamaktadır. Örgütsel destek, işe adanmışlık ve rol çatışması kavramları literatürde kapsamlı bir şekilde incelenmiş olmasına rağmen bu çalışmanın özgünlüğü ve katkısı bu kavramları bir araya getirerek yeni bir bakış açısı sunmaktır. Bu araştırma, örgütsel destek ile işe adanmışlık arasındaki ilişkinin karmaşıklığını anlamak için rol çatışmasının düzenleyici etkisini dikkate almaktadır. Böylece örgütlerdeki rol çatışmasının örgütsel destek ve işe adanmışlık arasındaki ilişkiye olan etkisini derinlemesine incelenmiştir. Rol çatışması, çalışanların stres düzeyini artırabilir ve işe adanmışlığı olumsuz etkileyebilir. Dolayısıyla, rol çatışmasının algılanan örgütsel destek ve işe adanmışlık arasındaki ilişki üzerinde moderatör etkisi araştırılarak yeni perspektifler sunulacaktır.

Yöntem:

299 kamu kuruluşu çalışanının verileri anket yöntemiyle toplanmıştır. Toplanan verilerin analizleri SPSS ve AMOS istatistik yazılım paketleri kullanılarak yapılmıştır. Hipotez testleri ise, Hayes (2018) tarafından geliştirilen PROCESS makrosu kullanılarak değerlendirilmiştir. Bulguların anlamlılığı $p < 0,01$ ve $p < 0,05$ düzeylerinde değerlendirilmiştir. Veri toplama süreci, kişisel bilgi formu ile birlikte algılanan örgütsel destek, işe adanmışlık ve rol çatışması ölçeklerinin kullanımını içermektedir. Tüm ölçekler, beşli Likert ölçeği formatında uygulanmıştır.

Araştırmada algılanan örgütsel desteği ölçümlemek üzere Eisenberger vd. (1986) tarafından geliştirilen orijinal ölçeğin kısa versiyonu kullanılmıştır. Sekiz maddeden oluşan bu ölçek Sökmen vd. (2015) tarafından Türkçeye uyarlanmıştır. Araştırmada işe adanmışlık düzeylerini ölçümlemek için Özkalp ve Meydan (2015) tarafından oluşturulan dokuz maddelik işe adanmışlık ölçeğinin Türkçe çevirisi kullanılmıştır. Araştırmada rol çatışmasını ölçümlemek üzere, sekiz ifadeden oluşan ve Rizzo vd. (1970) tarafından orijinal olarak geliştirilen ölçek kullanılmıştır. Ölçek, Doğan vd. (2016) tarafından Türkçeye çevrilmiştir.

Bulgular:

Araştırmaya ait bulgular, uyum iyiliği değerlerinin modelle uyumlu olduğunu ve dolayısı ile modelin doğrulandığını göstermektedir. Bulgular, algılanan örgütsel desteğin işe adanmışlık üzerinde anlamlı ve pozitif bir etkiye sahip olduğunu ortaya koymaktadır ($B=0,417$; $p=0,036$). Ayrıca algılanan örgütsel destek ile rol çatışması değişkenleri arasındaki işe adanmışlık üzerindeki düzenleyici etki anlamlı olduğu bulunmuştur ($B=-0,162$; $p=0,023$). Bulgulara göre; rol çatışması yüksek olduğunda algılanan örgütsel desteğin artması işe adanmışlıkta azalmaya neden olmaktadır ($B=-0,169$; $p=0,046$). Rol çatışması düşük olduğunda, algılanan örgütsel destekteki azalmaya işe adanmışlıktaki artış eşlik etmektedir ($B=0,136$; $p=0,044$). Bu bulgular, algılanan örgütsel desteğin işe adanmışlık üzerindeki etkisinin rol çatışması düzeyine bağlı olduğunu göstermektedir. Dolayısıyla sonuçlar, algılanan örgütsel desteğin işe adanmışlık ile ilişkisinde rol çatışmasının düzenleyici bir etkisi olduğunu belirtmektedir.

Sonuç ve Tartışma:

Bu çalışma, işe adanmışlık üzerinde algılanan örgütsel desteğin pozitif ve anlamlı bir etkisinin olduğunu doğrulamıştır. Bu sonuç, ilgili literatürle uyumlu bir şekilde desteklenmektedir. Işık ve Kama (2018), örgütsel desteğin işe adanmışlık ve çalışan performansını olumlu yönde etkilediğini, algılanan örgütsel desteğin ise duygusal bağlılığın kısmi aracılık etkisi yoluyla çalışan performansı üzerinde etki yarattığını gözlemlemiştir. Benzer şekilde Kılıçaslan vd. (2022) ile Meriç vd. (2019) de algılanan örgütsel desteğin işe adanmışlık ile anlamlı ve pozitif ilişkiler içinde olduğunu göstermektedir. Kamu kuruluşları için çalışanların işlerine adanmış olmaları son derece önemlidir çünkü bu durum çalışanların motivasyonunu, iş tatmin düzeylerini ve verimliliği artırır. Algılanan örgütsel desteğin işe adanmışlık üzerindeki olumlu etkisi, çalışanların kendilerini değerli ve desteklenmiş hissetmelerini sağlar. Bunun yanı sıra, algılanan örgütsel destek ile işe adanmışlık arasındaki ilişkide rol çatışmasının düzenleyici bir etkisi olduğu da belirlenen başka bir sonuçtur. Algılanan örgütsel desteğin işe adanmışlık üzerindeki etkisinin yüksek düzeyde rol çatışması yaşayan bireylerde zayıfladığı, düşük düzeyde rol çatışması yaşayan bireylerde ise güçlendiği gözlemlenmiştir. Bu bulgular, rol çatışmasının algılanan örgütsel destek ile işe adanmışlık arasındaki ilişkide düzenleyici bir etkisi olduğunu göstermektedir. Özellikle, rol çatışması arttıkça algılanan örgütsel destek ile işe adanmışlık arasındaki ilişki zayıflamaktadır. Bunu azaltmak için kuruluşların açık rol tanımları oluşturması ve çalışanların iş talepleri arasındaki çatışmalarını azaltmayı ve kurumsal destek algısını geliştirmeyi amaçlayan destekleyici çalışma ortamları geliştirmesi gerekir. İlgili literatürde, algılanan örgütsel destek ile işe adanmışlık arasındaki ilişkide rol çatışmasının düzenleyici etkisini doğrudan ele alan bir çalışma bulunmaması, literatürdeki boşluğu doldurmaya yardımcı olmaktadır. Bu çalışma örgütsel destek ve işe adanmışlık arasındaki ilişkide rol çatışmasının rolünün anlaşılması açısından önemlidir. Son olarak bu çalışmanın yöneticilere, araştırmacılara ve işe adanmışlık, örgütsel destek ve rol çatışması konularıyla ilgilenenlere yol gösterici olabileceği varsayılmaktadır.

1. INTRODUCTION

Organizations are complex and dynamic structures that form the foundation of success in today's business world. Within these structures, the behaviors and interactions of employees play a crucial role in the organizations' achievements. Therefore, understanding and recognizing the importance of topics such as support, engagement, and conflict within organizations have become essential requirements for businesses to achieve sustainability and gain a competitive advantage.

The significance of perceived organizational support (POS) is substantial for both the organization and its workforce. The organization offers a feeling of security and a foundation for employees to rely on. Those who perceive this support are inclined to demonstrate higher commitment to their work and are less inclined to contemplate leaving their jobs. Another benefit provided by POS is the enhancement in job satisfaction and the development of a favorable mindset among employees. It is believed that in such an environment, employees will be more motivated and the benefits they bring to the organization will increase.

The concept of work engagement (WE) is a recent inclusion in the body of literature, indicating an increasing focus on positive psychology and favorable behavioral attitudes within the workplace. The increased interest in WE is predominantly motivated by the tangible benefits it brings to organizations. Studies suggest that employees demonstrating elevated levels of WE make substantial contributions to the financial performance, customer loyalty, and overall success of organizations (Yavan, 2016, p. 288). WE refers to individuals' physical, emotional, and cognitive dedication to their work. In modern organizations, enhancing employees' WE is regarded as the most effective approach to addressing human resources issues (Banihani et al., 2013, p. 400-401) and improving productivity and performance (Gruman & Saks, 2011, p. 123). Positive organizational behavior focuses on leveraging individuals' strengths rather than dwelling on weaknesses, aiming to cultivate and sustain these strengths among employees (Luthans, 2002, p. 58). Engaged employees offer numerous advantages to organizations, including a competitive edge, heightened organizational commitment, improved job performance, enhanced customer loyalty, and reduced turnover intentions (Salanova et al., 2005; Bakker & Demerouti, 2008).

In organizations, numerous individuals, groups, and entities are continuously engaged in communication and interaction to fulfill their objectives, desires, or goals. Throughout this process of communication and interaction, individuals with similar or differing objectives may assume various roles (Gökçe & Şahin, 2003). As organizations evolve into complex and intricate systems, the roles of individuals within these systems have similarly become multifaceted and intricate. The multifaceted and intricate nature of these roles leads to incongruent expectations among individuals within the systems, thereby increasing the likelihood of experiencing role conflict (RC) in the work environment.

The first section of the research focuses on exploring POS, WE, and RC, aiming to generate hypotheses by examining the interrelationships among these concepts. Subsequently, the methodological section presents the research model, detailing data analysis procedures and findings. Lastly, the study evaluates the obtained results and devises recommendations informed by the findings.

The primary objective of this study is to explore how RC moderates the relationship between POS and WE. Existing literature highlights discussions on POS, WE, and RC separately, but their complex interplay is not thoroughly understood. Therefore, this research seeks to address this gap in understanding.

Although POS, WE, and RC have been extensively studied in existing literature, this research offers a fresh perspective by integrating these concepts. By investigating the moderating impact of RC, the study aims to uncover the complexities of the connection between POS and WE. This approach aims to deepen our comprehension of how RC within organizations shapes the link between POS and WE, thus contributing novel insights to the field.

This research holds significant relevance for business leaders, human resource managers, and academics alike. The findings will offer valuable guidance to professionals seeking to formulate strategies concerning WE and POS. With a focus on theoretical and practical contributions, the study aims to address existing gaps in the literature while emphasizing its originality and purpose.

2. CONCEPTUAL FRAMEWORK AND RESEARCH HYPOTHESES

Employees' perception of their organizations' support and value is known as perceived organizational support. Employee passion to their work and commitment to their businesses can both rise with this support. Role conflicts, however, have the potential to undermine this beneficial connection in the workplace. Role conflict arises when an employee's various responsibilities collide with one another. This can exacerbate stress levels and undermine the bond between job engagement and perceived organizational support. In this situation, role conflict's moderating effect is crucial. Employee perceptions of organizational support may be insufficient to have the anticipated positive impact on work engagement, particularly when there is a high level of role conflict. In this instance, the positive correlation between perceived organizational support and work engagement may wane or vanish entirely when role conflict intensifies. Hence, this section presents the details of these variables and the rationale behind the hypothesized relationships between them.

2.1. Perceived Organizational Support (POS)

POS is defined as employees' assessments, positive or negative, of how much organizations value their contributions and care about their well-being (Eisenberger et al., 1986). Perceived organizational support is defined by Sökmen et al. (2015) as employees' beliefs that they are safe because they feel that the organization is behind them, powerful, and present at all times during the work process.

POS refers to the degree to which a company prioritizes the well-being of its employees, leading to improvements in overall satisfaction (Eisenberger et al., 1986, p.501). POS originates from organizational support theory, highlighting the importance of recognizing employees as valuable assets within the company (Luksyte & Spitzmueller, 2016). Based on this theory, employees develop an overall perception of the extent to which their contributions are appreciated, and the emphasis placed on their well-being by the organization. This perception significantly influences their positive or negative views of the organization (Kurtessis et al., 2017). Within the organizational support theory framework, it is argued that when employees feel valued and supported by the organization, with their well-being considered significant, they respond positively to the organization's supportive attitudes with various positive reactions (Yıldız & Çakı, 2018). POS (Eisenberger et al., 1986, p. 503), rooted in social exchange theory (Loi et al., 2006, p. 109) and influenced by psychological contracts, is particularly crucial for employees who struggle to balance work demands with those outside of work (Eisenberger et al., 1990, p. 56).

Organizational support theory suggests that employees develop overarching perceptions about how much their contributions are valued, and how important the organization places on their overall performance (Eisenberger et al., 2001, p. 42). Feeling valued and supported by the organization also enhances employees' confidence in meeting their obligations and ensures that desired attitudes and behaviors will be acknowledged and rewarded (Wayne et al., 1997, p. 83). POS becomes evident when individuals believe that the organization prioritizes matters important to them, engages in activities that positively affect them without external coercion, and demonstrates concern for their well-being (Eisenberger et al., 1986). Moreover, the effective management of positive psychological capital within organizations promotes employees' positive development and psychological well-being (Yılmaz, 2020). POS is essentially a psychological contract established between employees and their organizations, shaping how employees perceive the support provided by the organization and instigating a social exchange process whereby employees are incentivized to contribute to the organization (Bogler & Nir, 2012). According to Rhoades and Eisenberger (2002), the factors impacting POS include organizational justice, backing from supervisors, rewards from the organization, work conditions, and characteristics of workers.

2.2. Work Engagement (WE)

WE is defined as employees' positive feelings towards their workplace or job, seeing their work as valuable, believing that they can overcome their workload, and looking to the future of the job with hope (Attridge, 2009). According to Maslach and Leiter (1997), WE is the opposite of the concept of burnout, which is accepted as insensitivity to one's job and a sense of failure at work. WE is more than just doing a job (McBain, 2007, p. 17); it embodies enthusiasm for one's work and intrinsic motivation (Roberts & Davenport, 2002, p. 21). It involves not only cognitive but also emotional and behavioral involvement, as well as employees' immersion in their roles (Saks, 2006, p. 601-602). WE denotes a positive disposition towards one's job. Employees who exhibit dedication are not only more enthusiastic but also better suited to their roles, fueled by the energy derived from willingly performing their tasks. They perceive their work not as a burden but as a source of pride and enjoyment, capable of providing fulfillment and occasional amusement (Aybas & Kosa, 2018: 105). According to Kahn, WE is

characterized by the alignment of employees' personal selves with their professional roles, along with their wholehearted commitment on emotional, cognitive, and physical levels throughout their role fulfillment (Kahn, 1990, p. 694). Attridge (2009, p. 384) defines WE as a positive emotional connection individuals establish with their work, finding their tasks personally meaningful, perceiving their job responsibilities as manageable, and holding optimistic beliefs about their work's future. WE encompasses the investment of time and effort by employees, the meaningfulness they attribute to their work, their energetic approach, and their ability to maintain focused attention on their tasks. Harter et al. (2002, p. 269) define WE as an individual's keen enthusiasm towards their work, strongly associated with their level of job satisfaction.

Studies suggest that engaged employees exhibit high levels of energy and conviction, resulting in positive outcomes such as recognition, success, and appreciation stemming from their positive attitudes. Even when faced with exhaustion after demanding workdays, individuals with WE perceive this tiredness as a positive state (Bakker et al., 2011, p. 5). WE evolved alongside the development of positive organizational behavior, reflecting principles of positive psychology within organizational contexts.

WE is fostered by various factors, including a fair management approach within the organization, employee empowerment, support for personal development, a well-designed promotion and reward system, as well as psychological, technical, and social support (Alacron, 2009, p. 17-25). Effective and open communication, the meaningfulness of the work performed (Leiter & Harvie, 1998, p. 1-2), and the provision of work-related resources, such as workload management, goal facilitation, autonomy, socialization opportunities among employees, talent utilization, and support, all play roles in fostering WE (Van den Broeck et al., 2008, p. 227).

2.3. Role Conflict (RC)

According to role theory, employees in complex organizational structures often occupy multiple positions within the role system and report to multiple managers. Consequently, it is common for individuals in such circumstances to experience RC (Rizzo et al., 1970). From an organizational perspective, a role encompasses the set of expected behaviors associated with a person's position. RC occurs when the expectations placed on an individual in the work environment become incompatible, and they struggle to reconcile the divergent demands imposed by multiple roles for various reasons, resulting in an inability to fulfill their responsibilities (Fisher, 2001). RC refers to the amalgamation of incongruous roles within an individual (Marshall, 2003, p. 27), leading to confusion about task ownership and the incompatibility between the focal person and other team members within the role framework (Marshall, 2003, p. 27; Griffin-Moorhead, 1989, p. 45). It can be understood as the employee's inability to comply with all the role expectations they receive and choosing to align with one while disregarding others (Esatoğlu et al., 2004, p. 137). According to Rizzo et al. (1970), RC is characterized by a misalignment between an employee's job performance and the requirements, standards, and conditions associated with their role.

Organizational factors that contribute to RC among employees include communication patterns in the work environment, managerial behavior, the POS provided to employees, work style, and the ambiguity surrounding responsibilities, duties, and authority boundaries (Kılınç, 1998).

2.4. Explaining the Relationship Between Perceived Organizational Support and Work Engagement

Managers often have certain expectations for their employees, such as fostering organizational commitment, assuming responsibility within the organizational framework, deriving satisfaction from assigned tasks, and showing low levels of turnover intention. Meeting these expectations requires enhancing employees' engagement with their work. Put simply, when employees exhibit commitment to their work, both physically and mentally, it contributes to their overall performance for the organization. Additionally, employees' perceptions of support from the organization also significantly influence their level of WE. Therefore, POS not only directly affects the WE of employees but also interacts with the support provided by managers (İnce, 2016, p. 657).

Employees who feel valued by the organization tend to develop trust in the organization and have confidence in the security of their future within the company. As a result, they are less motivated to actively explore other job options. When employees trust the organization and feel secure in their positions, they are more inclined to exhibit elevated levels of WE (Örücü & Uçku, 2019, p. 78).

The social exchange theory of Blau (1964) serves as the theoretical foundation for POS research. According to this principle, when employees experience strongly backed by their employer, they feel inspired to work harder to achieve the organization's goals (Lin, 2006, p. 26-28). Organizations create favorable conditions for WE by

implementing practices that offer social support, opportunities for personal development, reinforcement of personnel, and ensuring alignment between job quality and human resources. However, the crucial aspect lies in how employees perceive these supportive practices. Those who view the organization's support policies as suitable and adequate are more likely to see themselves as supported, thus influencing the factors contributing to WE. Additionally, positive determinants of WE further amplify its enhancement. Hence, it is anticipated that employees who perceive organizational support as appropriate and sufficient would not adversely affect the organizational aspect of WE (Işık, 2019, p. 399). When employees sense support from their organizations, their WE increases, resulting in heightened commitment levels (Eisenberger et al., 1986).

Another theory that elucidates the relationship between POS and favorable work outcomes is Gouldner's (1960) Reciprocity Norm. Eisenberger et al. (2001, p. 46) also affirmed in their research the existence of a positive association between the reciprocity norm and POS. According to İnce (2016), employees' POS has a significant impact on their WE, with a positive correlation found. Furthermore, Saks (2006) and Gillet et al. (2013) discovered a link between POS and WE, confirming its critical role in determining WE. Drawing from these theories and relevant research findings, the formulated hypothesis is as follows:

H1: Perceived organizational support has a significant and positive effect on work engagement.

2.5. The Moderating Role of Role Conflict Within in the Relationship Between Perceived Organizational Support and Work Engagement

According to the social exchange theory, which underpins POS and WE, relationships are founded on reciprocity, where parties meet mutual expectations (Gouldner, 1960). This theory posits that both parties have something valuable they seek to exchange (Miles, 2016). Role theory suggests that uncertainty in RC heightens the likelihood of decreased performance due to dissatisfaction with one's role, anxiety, and distorted perceptions (Rizzo et al., 1970, p. 151). Role ambiguity and RC, typical in organizations, often have hierarchical dimensions, resulting in emotional costs like reduced job satisfaction, decreased trust in the organization, increased work-related tension, and withdrawal (Kahn et al., 1964, p. 126).

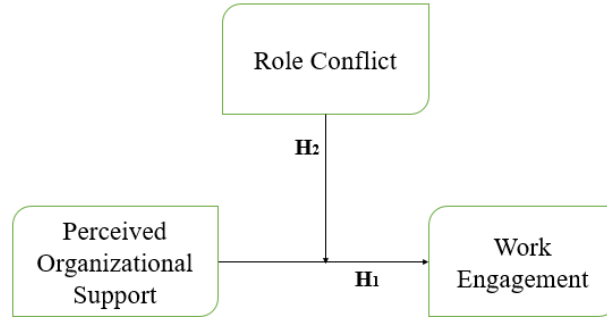
Employees develop perceptions regarding the extent to which their contributions matter and their significance within the organization. These perceptions, termed as POS, play a crucial role in motivating employees to go beyond their prescribed roles and put in extra effort (Eisenberger et al., 1997). POS is viewed positively as it enhances employee performance and organizational outcomes by mitigating the negative impacts of stress (Rhoades & Eisenberger, 2002). Studies indicate a positive link between perceived support and employee behaviors, with employees showing increased efforts towards achieving organizational goals (Eisenberger et al., 1986). However, given the diverse nature of organizational goals and the various roles employees take on to fulfill them, conflicts in roles may arise.

RC arises when employees face contradictory demands and expectations within their job roles. This conflict can lead to heightened stress levels and adversely affect WE. Research conducted by Um and Harrison (1998), Haj-Yahia et al. (2000), and Happell et al. (2003) has illustrated that RC in organizational settings is linked to heightened levels of stress and burnout among employees. RC is thought to moderate the relationship between POS and WE because it causes stress and burnout. Therefore, it is hypothesized that RC might moderate the relationship between POS and WE. Hence, H2 is formulated as follows:

H2: Role conflict moderates the relationship between perceived organizational support and work engagement.

The research model, which corresponds with the formulated hypotheses, is outlined as follows:

Figure 2. Research Model



3. METHODOLOGY

In this study, SPSS 24.0 and AMOS 17 software programs were utilized for statistical analyses. Following this, the hypothesis tests underwent evaluation using the PROCESS macro developed by Hayes (2018). The significance of the findings was determined at levels of $p < 0.01$ and $p < 0.05$. Ethical approval for the study was obtained from the Ethical Committee of Erzincan Binali Yıldırım University, under approval number 11/06-E-88012460-050.01.04-161686, dated 23 December 2021.

3.1. Demographic Characteristics of the Research Population, Sample, and Participants

The study population consists of employees from the Erzincan Municipality organization. According to the Erzincan Municipality's 2021 Performance Program report, the total employee count within the municipality stands at 1249. A convenience sampling method, a form of non-probability sampling, was utilized for this study. Considering a 5% margin of error from the main population, a sample size of 217 individuals was determined (Ural & Kılıç, 2005, p. 43). Initially, 330 questionnaire forms were distributed to Erzincan Municipality employees. However, after eliminating incorrect and incomplete responses, a total of 299 questionnaires were deemed suitable for analysis. Among the participants, 54.9% were female, and 45.1% were male. Concerning marital status, 77.3% of the respondents were married, whereas 22.7% were single. Regarding age distribution, 10.2% fell within the 18-26 age group, 28.5% in the 27-35 age group, 28.8% in the 36-44 age group, and 32.5% were 45 years old or older. Regarding educational attainment, 12.2% of the participants had completed primary school, 36.6% were high school graduates, and 51.2% were undergraduate degree holders. Additionally, concerning the length of service at the same workplace, 26.4% of the employees had served for 0-10 years, 38.6% for 11-21 years, and 32.5% for 22 years or more.

3.2. Scales and Data Analysis

This study collected data using a variety of scales, involving including a personal information form, the POS scale, the WE scale, and the RC scale. Participants provided ratings for their responses using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

Personal Information Form: A personal information questionnaire comprising five inquiries was developed by the researchers to gather socio-demographic and introductory data from the participants.

Perceived Organizational Support Scale: The short version of the original scale developed by Eisenberger et al. (1986) was employed to assess employees' perception of organizational support. This scale, comprising eight items, has been adapted into Turkish by Sökmen et al. (2015).

Work Engagement Scale: The measurement of WE utilized the Utrecht Work Engagement (UWES) scale, which was developed by Schaufeli and Bakker (2003). A Turkish translation of a 9-item scale by Özkalp and Meydan (2015) was utilized to evaluate participants' WE.

Role Conflict Scale: The RC scale, consisting of eight statements originally developed by Rizzo et al. (1970), was employed in this study. This scale has been translated into Turkish by Doğan et al. (2016). The scale consists of 8 items and one sub-dimension.

The alpha coefficients of the scales in the original studies, Turkish adaptation studies, and the current study are presented in Table 1.

Table 1. Cronbach's Alpha Values

Cronbach's alpha			
Perceived Organizational Support Scale	Eisenberger et al., (1986) /0.97	Sökmen et al., (2015)/0.89	Current work /0.78
Work Engagement Scale	Schaufeli & Bakker (2003)/ 0.92	Özkalp & Meydan (2015)/0.83	Current work /0.93
Role Conflict Scale	Rizzo et al., (1970)/0.81	Doğan et al., (2016)/0.83	Current work /0.82

4. FINDINGS

The findings of the research are shown in Table 2, encompassing the means, standard deviations, Cronbach's alpha coefficients, and correlation coefficients for the analyzed variables.

Table 2. Cronbach's Alpha, Means, Standard Deviations, and Interveriable Correlations for the Scales

	α	\bar{X}	Sd.	POS	WE	RC
Perceived Organizational Support	0.78	3.36	0.80	-		
Work Engagement	0.93	3.91	1.08	0.06*	-	
Role Conflict	0.82	2.67	0.94	-0.14*	-0.49**	-

POS: Perceived Organizational Support, WE: Work Engagement, RC: Role Conflict

Pearson correlation analysis was performed to investigate the connections among the study variables. The normal distribution of the scales facilitated the application of this statistical technique. The results are presented in Table 1, which displays the Cronbach's alpha coefficients, means, standard deviations, and correlation coefficients. Table 1 demonstrates that the Cronbach's alpha values for POS ($\alpha = 0.78$), WE ($\alpha = 0.93$), and RC ($\alpha = 0.82$) surpass the recommended threshold of 0.70, indicating robust internal consistency for each scale.

Regarding the correlation analysis, the findings indicate a positive and statistically significant relationship ($r = 0.06$, $p < 0.05$) at a 99% confidence level between POS and WE. This indicates that as employees' POS improve, so does their level of WE, demonstrating a stronger commitment to their work. Additionally, the table displays a negative and significant relationship ($r = -0.14$, $p < 0.05$) at a 99% confidence level between POS and RC. This finding suggests that as employees perceive greater organizational support, the likelihood of encountering RCs diminishes. Put differently, POS plays a pivotal role in mitigating conflicts stemming from divergent roles and expectations within the organization.

Additionally, the analysis reveals a significant and positive relationship ($r = -0.49$, $p < 0.01$) between RC and WE at a 99% confidence level. This finding suggests that individuals facing increased levels of RC typically exhibit reduced levels of WE. The existence of conflicting roles within the workplace seems to adversely affect employees' overall involvement in their work. Taken together, the findings underscore the significance of POS in fostering WE and reducing RC, emphasizing the need for organizations to provide supportive environments to increase employees' commitment and performance.

The fit indices of the confirmatory factor analysis conducted in the study are outlined in Table 3.

Table 3. Fit Indexes of the Confirmatory Factor Analysis

	$\chi^2/df \leq 5$	RMSEA ≤ 0.08	CFI ≥ 0.90	GFI ≥ 0.85	NFI ≥ 0.90	TLI ≥ 0.90
Perceived Organizational Support	3.74	0.080	0.90	0.93	0.95	0.97
Work Engagement	3.65	0.079	0.92	0.90	0.92	0.93
Role Conflict	3.87	0.080	0.90	0.94	0.90	0.95
Model	3.47	0.075	0.90	0.90	0.91	0.90

The goodness-of-fit metrics provided in Table 4 indicate that the specified criteria for assessing goodness of fit (Hooper, Coughlan & Mullen, 2008; Mishra & Datta, 2011; Nye & Drasgow, 2011) have been satisfied. These findings validate that the goodness-of-fit metrics are consistent with the model, thereby confirming its acceptance.

4.1. Hypothesis Testing

The regression coefficients of the regulatory model are presented in Table 4.

Table 4. Regulatory Model Regression Coefficients

Model Summary	R	R-sq	F	P	df1	df2
	0,50	0,25	33,05	0,00	3,0	291,0
Work Engagement						
Model	B	SE	t	P	LLCI	ULCI
Constant	1,01	0,66	1,52	0,12	-0,29	2,33
Perceived Organizational Support	0,41	0,19	2,10	0,03	0,27	0,80
Role Conflict	1,10	0,24	4,53	0,00	0,62	1,58
Interaction of (POSxRC)	-0,16	0,71	-2,28	0,02	-0,30	-0,02
Role Conflict Direct Effect	Effect	SE	t	p	LLCI	ULCI
-1 SS (-.92)	0,13	0,09	1,46	0,04	-0,04	-0,31
+1 SS (+.92)	-0,16	0,09	-1,71	0,04	-0,36	-0,02

Note 1. N = 299

Note 2. Standardized regression coefficients are shown.

Note 3. Sample number of Bootstrap: 5,000

To explore the moderating effect of RC on the connection between POS and WE among employees, an analysis employing the Bootstrap method was undertaken. It is posited that the bootstrap method yields more dependable results compared to the conventional Baron and Kenny (1986) approach (Gürbüz, 2019; Hayes, 2018). The analyses were carried out utilizing the PROCESS macro developed by Hayes (2018). The outcomes of the regression analysis are presented in Table 3. The data in Table 3 reveals that the variables incorporated in the regression analysis collectively accounted for approximately 25% ($R^2=0.25$) of the variance in WE. Specifically, Table 3 examined hypothesis 1, which investigated the possibility of a significant and positive relationship between POS and WE. The study found that POS had a significant positive impact on WE ($B=0.41$; $p=0.03$). As a result, hypothesis 1 was supported. Furthermore, the interaction impact (moderating effect) of POS and RC factors on WE was found to be significant ($B=-0.16$, $p=0.02$). Figure 2 depicts the moderating effect of RC on the connection between POS and WE.

Figure 2. Graphical Representation of the Regulatory Effect of Role Conflict on the Relationship between Perceived Organizational Support and Work Engagement

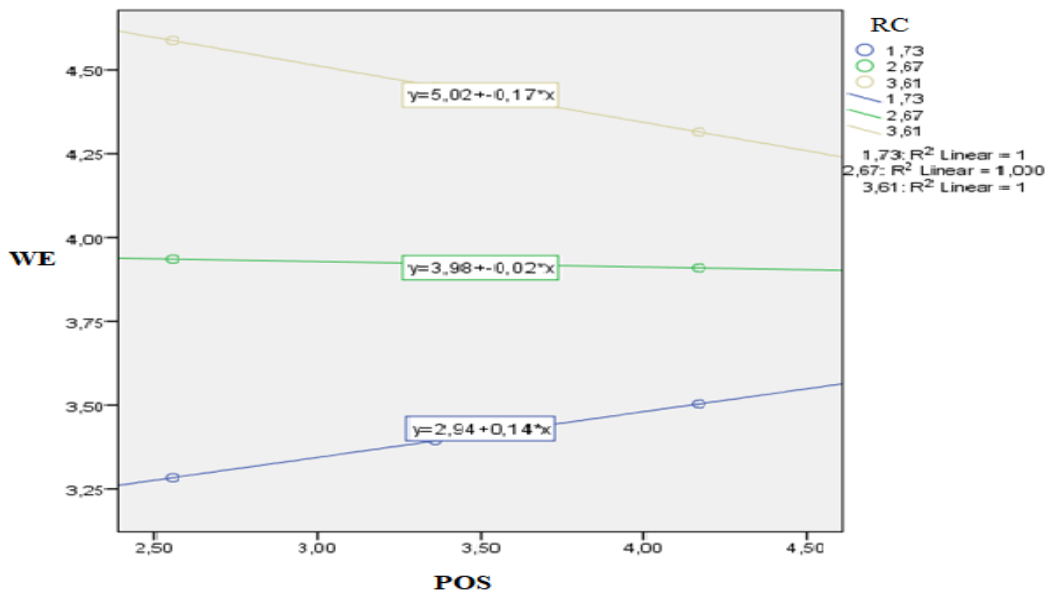


Figure 2 visually illustrates how RC moderates the relationship between POS and WE. The POS is represented on the x-axis, while WE is depicted on the y-axis. RC is depicted using different colors to denote its moderating role. When RC is high, an increase in POS correlates with a decrease in WE ($B=-0.16$; $p=0.04$). Conversely, when RC is low, a decrease in POS corresponds to an increase in WE ($B=0.13$; $p=0.04$). These findings support hypothesis 2, indicating that the impact of POS on WE varies based on the level of RC. Thus, the results suggest that RC moderates the relationship between POS and WE.

5. CONCLUSION

The purpose of this study was to investigate how RC influences the relationship between POS and WE. The hypothesis that POS positively impacts WE has been confirmed and accepted, aligning with previous research. Findings from various studies corroborate this notion. For instance, a study by Işık and Kama (2018) shows that POS enhances WE and employee performance, with perceived POS mediating employee performance through affective commitment. Similarly, Kılıçaslan et al. (2022) and Meriç et al. (2019) observed a significant positive relationship between POS and WE. Other research by Asghar et al. (2021), Al-Hamdan and Bani-Issa (2022), Gokul et al. (2012), Caesars and Stinglhamber (2014), Rhoades and Eisenberger (2002), and Saks (2006) also supports the notion that POS enhances WE. Moreover, WE has been connected with favorable outcomes such as innovative work behaviors (Khalilipour & Khanifar, 2018), job performance (Cesário & Chambel, 2017), job satisfaction (Orgambidez-Ramos & de Almeida, 2017), productivity, and extra-role behaviors (Menguc et al., 2013). Additionally, empirical evidence suggests a negative relationship between POS and turnover intention (Maslach et al., 2001; Saks, 2006). Hence, strengthening POS emerges as a crucial factor in fostering employee dedication within organizations. This requires careful planning in implementing practices that positively influence employees' POS. By enhancing employees' commitment to work and job satisfaction, POS acts as a catalyst for boosting WE. Particularly in public organizations, employee WE is vital as it enhances motivation, job satisfaction, and productivity. The constructive effect of POS on WE helps employees feel valued and supported, leading to increased commitment to organizational goals, which can improve service quality.

The hypothesis that RC moderates the relationship between POS and WE was confirmed. It was noted that the influence of POS on WE varied depending on individuals' levels of RC, being weakened for those experiencing high levels of RC and strengthened for those experiencing low levels. These results suggest that RC indeed acts as a moderator in the relationship between POS and WE. Specifically, as RC increases, the association between POS and WE weakens. To address this, organizations should focus on establishing clear role definitions and fostering a supportive work environment to reduce employees' RC and enhance their POS.

While no direct study addressing the moderating effect of RC on the relationship between POS and WE was found in the literature, previous research highlights the detrimental effects of RC on various aspects of job commitment, turnover, satisfaction, involvement, and organizational commitment (Fisher & Gitelson, 1983). Jackson & Schuler (1985) found that RC contributes to decreased WE, lower job satisfaction, increased stress, higher turnover intentions, absenteeism, and subpar performance. Moreover, individuals experiencing RC are prone to stress and burnout, particularly emotional fatigue, and depersonalization (Um & Harrison, 1998; Haj-Yahia et al., 2000; Happell et al., 2003). Börk and Adıgüzel (2015) also revealed that perceived RC negatively affects employees' loyalty, commitment, and job satisfaction. Consequently, RC can undermine organizational performance and create discord among employees, often stemming from uncertainties about job responsibilities, deviations from job descriptions, or excessive and incompatible role expectations (Ceylan & Ulutürk, 2006).

Employees perceiving high levels of POS inclined to display favorable work attitudes and engage in organizational behaviors (Loi et al., 2006). Sustaining a favorable perception of organizational support among employees leads to improved performance (Shabbir et al., 2021), empowerment (Yılmaz, 2019), and a stronger sense of belonging and corporate identity (Zhao et al., 2021). Furthermore, employees with a strong POS demonstrate increased job-related effort, resulting in enhanced performance, willingness to take on additional roles beneficial to the organization, and reduced turnover intentions, burnout, and work-family conflicts (Giao et al., 2020; Wang & Wang, 2020).

Hence, organizations need to prioritize the development of institutional policies that foster positive attitudes and behaviors among employees towards the organization (Eisenberger et al., 2016). Achieving this goal requires establishing clear role definitions and nurturing supportive work environments to mitigate conflicts arising from competing job demands. It is essential to optimize workload distribution and communicate role expectations

effectively to minimize employee RCs. Implementing measures such as enhancing communication channels, promoting information sharing, balancing duties, and responsibilities, providing training opportunities, and fostering a supportive atmosphere are vital steps in reducing RC. Furthermore, practices like offering flexibility, providing regular performance feedback, and acknowledging employee contributions are crucial for enhancing WE. Organizations that support employees, address their emotional and practical needs, and promote work-life balance are better positioned to cultivate a committed workforce.

The study possesses several limitations that merit attention. Initially, the generalizability of the findings might be constrained by the restricted scope of the sample and its industry-specific context. It's important to note that the results might not be universally applicable to broader populations or varied industry contexts. Furthermore, the study's focus might overlook the potential influence of other variables, such as employee personality traits, on the relationships between POS, WE, and RC. Future studies should strive to incorporate these variables for a more comprehensive understanding. Another limitation is the potential presence of common method variance error. Relying solely on self-report surveys to collect data based on individual perceptions and attitudes could introduce bias and reduce the accuracy of the findings. Combining survey data with objective measures or using alternative data collection methods could help mitigate this limitation. Additionally, it is essential to recognize the influence of linguistic and cultural differences on the research. Concepts and results discussed in the study may have different interpretations when translated into various languages or interpreted within diverse cultural contexts. Therefore, caution should be exercised when applying the findings across different cultural or linguistic settings.

Considering the quantitative methodology employed in this study, it is imperative to recognize its inherent limitations. Future research could benefit from utilizing alternative research designs, such as qualitative methods, to gain deeper insights into the phenomena under investigation. Additionally, recommendations for future studies can be proposed. To broaden the applicability of the results, it is advisable to involve administrators in the study and increase the sample size. Exploring the encounters of workers in the private industry and extending the research to various geographical regions could offer a more comprehensive understanding of the topic. Moreover, broadening the study's scope by incorporating additional variables and utilizing qualitative research methods to explore the relationships between these variables may yield valuable insights. Future investigations might consider examining conditional variables that influence the link between POS and WE, thus elucidating the circumstances under which this relationship may vary. Adapting the research to suit various languages or cultural settings would facilitate cross-cultural comparisons and enhance a comprehensive grasp of the subject matter. This study holds significance in comprehending the role of RC in the association between POS and WE. Ultimately, it is anticipated that this study can offer guidance to managers, researchers, and individuals interested in WE, POS, and RC. Additionally, it is expected to make significant contributions to the discourse on the relationship between POS and WE, particularly by revealing the moderating influence of the RC variable.

DECLARATION OF THE AUTHOR

Declaration of Contribution Rate: The author contributes the study on her own.

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