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Research Article

Does Organizational Support Influence The Nexus Between Role Conflict And The Intentions To Stay On The Job? A Study Among Public Sectors Employees

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ABSTRACT

Even though copious studies have shown that a relationship exists between role conflict and the intention to stay on the job, the mechanisms that curb the relationship between role conflict and intention to stay have not often been explored. This study examined the moderating role of organizational support on the nexus between the components of role conflict and the intention to stay in the organization. Two hundred and eighty-seven (n=287) public sector employees were selected using the cross-sectional survey design for the study. Data was gathered using the Role Conflict Scale, Perceived Organizational Support Scale, and the Intentions to Stay Inventory. Multiple regression was used in analyzing the data. Findings indicated that a significantly negative relationship exists between the two components of role conflict (inter-role and intra-role) and the intentions to stay in the organization. There was a positive nexus between perceived organizational support and the intentions to stay in the organization. The nexus between the two components of role conflict and the intentions to stay in the organization was moderated by perceived organizational support. The results provide some crucial insights for employers on how to inspire employees to stay in the public service. The limitations, recommendations, and implications for future studies have been emphasized.

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Introduction

The intention to stay on the job among competent employees is one of the paramount decisions that benefit every organization (Atitsogbui & Amponsah-Tawiah, 2019;_Deri et al., 2021). Although employees' intention to stay has improved in the private sector in Ghana over the past decade (Amankwaa & Anku-Tsede, 2015; Poku et al., 2022), empirical evidence shows that the intention to stay in the organization is very low among public sector employees due to certain factors within the organization such as role conflict (Atitsogbui & Amponsah-Tawiah, 2019; Tetteh et al., 2019). This has contributed to low effectiveness in the public sectors

because, the decision to stay in the organization among competent employees contributes extremely to the stability of the total workforce which leads to higher productivity. However, the decision to stay is possible and realistic when there are clear unambiguous job demands placed on the employees (Ahmad et al., 2021; Amankwaa & Anku-Tsede, 2015; Chaudhry et al., 2022). For that reason, employees in the public sector are more likely to remain with their organizations when there are compatibilities in their assigned roles (Awan, et al., 2021). As stated by Tetteh et al. (2019), employees are quitting their job due to the proliferation of role conflict. Role conflict has also increased due to the COVID-19 pandemic (Nicomedes & Avila, 2020). Due to COVID-19, Ghana's public sector employees are now made to run on shift (Aram et al., 2022). As a result, the responsibilities assigned to each employee can be performed by anyone who comes to work on each particular day in all organizations. It is now a problem not to perform a task left behind by the other employee, which can increase workload (Aram et al., 2022).

Many studies have found a significant relationship between role conflict and the intention to quit the job (Aboobaker et al., 2017; Chaudhry et al., 2022; Deri et al., 2021; Tetteh et al., 2019). Despite many studies linking role conflict to the intention to stay on the job, most have concentrated on role conflict as a unitary construct, especially among the public organizations in Ghana. Moreover, the mechanisms that moderate the association between the constructs above remain one area researchers have struggled to contend with over the last decade. Previous researchers have examined organizational support as a predictive factor of the intention to stay on the job (Awan, et al., 2021; Eriksson et al., 2021; Pahlevan-Sharif et al., 2018; You-De et al., 2019). Yet, it remains to be seen how organizational support will influence the nexus between the components of role conflict and the intentions to stay on the job among public sector employees in Ghana. Pertaining to this gap in the research, Deri et al. (2021) stated that, future research interest and ideas in studying the mechanisms in which the components of role conflict affect work-related attitudes and behavior, such as the intentions to stay in the organization should be invigorated in Ghana.

Due to this, the study scrutinizes the extent to which the components of role conflict influence the intentions to stay on the job by integrating organizational support as one of the mechanisms that mitigate the nexus between the components of role conflict and the intentions to stay on the job. Moreover, by integrating organizational support into the nexus between the components of role conflict and the intentions to stay in the organization, the present study aims at expanding the existing literature in two ways. First, the present research augments the understanding of the nexus between the components of role conflict and the intentions to stay in the Ghanaian public sector since studies on the nexus between the components of role conflict and the intentions to stay are lacking in the Ghanaian public context (Ahmad et al., 2021; Tetteh et al., 2019). Secondly, by examining organizational support as a moderator in the nexus between the components of role conflict and the intentions to stay on the job, the study highlights the degree to which organizational support can ameliorate the nexus between the components of role conflict and the intentions to stay in the organization.

Thus, the study contributes to the extant literature by examining the role of organizational support in the nexus between role conflict and the intentions to stay on the job in a unified model with a sample of 287 public sector employees in Ghana. The results also contribute to a comprehensive understanding of organizational support as it ameliorates the association between the two components of role conflict and the intentions to stay as existing in the public sectors in a developing economy such as Ghana.

Literature Review

Intention to Stay on the Job

According to Atitsogbui and Amponsah-Tawiah (2019), the intention to stay on the job is the perceived probability of an employee's persistent membership in the organization. It indicates the willingness of employees to remain on the job in a foreseeable future. The employees are usually aware of their intentions

after a cautious reflection (Astvik et al., 2020). The tendency to stay on the job demonstrates employees' interests and willingness to help the organization to achieve its goals and objectives (You-De et al., 2019). Usually, the success of the organization in establishing strong motivational packages and support builds the desire to continue to stay on the job (Addai et al., 2019). Ghani et al. (2022) also indicated that the intention to remain on the job depends on the support employees receive from the organization, how challenging the job is, and the tendency of the job to lead to personal growth. This means that employers should provide the needed resources and ensure an appropriate organizational climate to warrant persistent self-development (Chaudhry et al., 2022). The desire to also continue to stay on the job highly depends on interesting and flexible job responsibilities and not on the monetary aspects alone (Al-Suraihi et al., 2021; Poku et al., 2022).

Role Conflict and the Intentions to Stay in the Organization

Role conflict happens when incompatible demands are placed on employees regarding the job or position which they occupy (Akparep et al., 2021). Every employee is recruited to perform certain specific responsibilities. However, the demands of these responsibilities can be incompatible with the employees (Akparep et al., 2021). Employees encounter role conflict when they try to respond to the various statuses they hold. It can either be connected to situational experiences or the complexity of the job. There are two components of role conflict. These are inter-role conflict and intra-role conflict (Awan et al., 2021). Inter-role conflict comes about when employees have multiple roles and the behavior and expectations connected with one role are incompatible with the behavior and expectations of the other. Inter-role conflict occurs because the demands of the two tasks compete against each other. On the other hand, intra-role conflict is caused by inconsistencies associated with the behaviors and expectations of a single role (Tseng, 2011). This conflict also comes about as a result of the inherent intricacies associated with the role itself and the ambiguity of the job role.

According to Price Turnover Theory (Price, 2001), the process of turnover starts with the intention to quit. The decision to leave involves both exogenous and endogenous factors (Price, 2001). The value of exogenous variables is not determined by other variables and they include contextual (e.g. job demand and role conflict), structural (e.g. routinization), and individual (e.g. demographic characteristics) variables (Bolt et al., 2022). Endogenous factors are determined by the nature of other variables such as job satisfaction and the intention to leave or stay on the job (Aboobaker et al., 2017). According to this theory, the presence of the endogenous factors (job demands and role conflict) affect the intention to stay in the organization irrespective of other factors, The endogenous factors, however, trigger turnover intentions depending on the perceived exogenous factors (Aboobaker et al., 2017). This means that role conflict has the propensity to be associated with intentions to leave an organization and can also serve as cushioning factor to the intentions to stay.

Studies have indicated that role conflict predicts the intention to stay on the job. For example, a study by Awan, et al. (2021) and You-De et al. (2019) indicated that role conflict negatively influences the intentions to stay in the organization. Li et al. (2020) assessed the influence of role conflict on the intentions to stay on the job among health workers. The results of the study indicated that role conflict has a negative impact on the intentions to stay among health workers. Researchers have also demonstrated that inter-role conflict (Cregård & Corin, 2019) and intra-role conflict (Worku, 2015) has a significant negative association with the intention to stay. A study conducted by Astvik et al. (2020) and Poku et al. (2022) indicated that both inter-role and intra-role conflict negatively predict the intentions to stay in the organization. It is therefore predicted that:

H1: Inter-role conflict will negatively predict the intention to stay in the organization

H2: Intra-role conflict will account for significant negative variance in the intention to stay on the job

Organizational Support and the Intentions to Stay on the Job

Organizational support deals with the degree to which the employers value the contributions and care about the well-being of the employees (Sharif et al., 2021). In today's changing work context, frequent mergers and acquisitions, and job insecurity, it is prudent for organizations to always provide maximum support to the employees (Achour et al., 2017). A higher level of organizational support is an indication that the organization recognizes employees as valuable sources of human capital (Cregård & Corin, 2019). Employees will be more willing to stay in the organization and more willing to perform the assigned responsibilities when there are high levels of support from the organization (Deri et al., 2021). Perception of lack of support is an indication that the organization has disappointed the employees. Employees are less likely to be dedicated to the objectives of the organization and are less inclined to remain in the organization when they perceive low levels of organizational support (Pahlevan-Sharif et al., 2018).

With a high level of organizational support, employees develop the perception that the organization values their input. Moreover, the behavior of the employees to a large extent depends on the attitude of the employers. A higher level of organizational support demonstrates a positive attitude of the organization toward the employees and hence the employees in return reciprocate this by their intentions to stay on the job (Eriksson et al., 2021). Extant studies have demonstrated that organizational support predicts the intentions to stay in the organization (Eriksson et al., 2021; Sharif et al., 2021). A study by Aboobaker et al. (2017) indicated that there is a positive relationship between organizational support and the intention to stay in the organization. However, a study by Al-Suraihi et al. (2021) revealed no significant relationship between organizational support and the intention to stay on the job. This shows that studies on the relationship between organizational support and the intentions to stay on the job have revealed contradictory results. However, this contradiction in findings could be due to the context in which the studies were conducted. On the basis of this, it is predicted that:

H3: There will be a significantly positive relationship between perceived organizational support and the intentions to stay on the job.

Moderating Role of Organizational Support on Role Conflict - Intention to Stay Nexus

Studies have also indicated that organizational support moderates the relationship between role conflict and the intentions to stay on the job. The moderating role of organizational support emanates from the Perceived Organizational Support [POS] theory (Eisenberger et al., 1986). This theory explains why POS yields a positive impact on employee behaviors and attitudes. According to the POS theory, employers demonstrate how they perceive the employees through the support rendered to them (Eisenberger et al., 2014). The support the employees receive is also a way for the employees to comprehend their assessment of the organization (Ahmad et al., 2021). This theory further contends that employees value organizational support partly because it meets their approval, affiliation, and esteem needs. Therefore, employees' perception of support provides the energy which helps to cope with the negative impact of role conflict on the intention to stay on the job. When employees perceive favorable support from the organization, they will be compelled to view organizational goals as their own and will be more committed to staying in the organization (Pahlevan-Sharif et al., 2018).

Studies indicate that organizational support can contribute to positive employee attitudes and beliefs about the organization which leads the employees to tackle even inconsistent roles with ease (Sharif et al., 2021). Moreover, when employees value the contributions of the employees and care for their wellbeing, the employees will perceive even ambiguous tasks to be an opportunity to showcase what they can do (Abraham et al., 2016). To the best knowledge of the researchers, no study has assessed organizational support as a moderator of the relationship between the components of role conflict (inter-role and intra-role) and the intention to stay in the organization. However, studies have observed that organizational support ameliorates the negative relationship between role conflict as a unitary construct and the intentions to stay in the

organization (Pahlevan-Sharif et al., 2018; Worku, 2015). A study conducted by Deri et al. (2021) also indicated that the relationship between role conflict and the intentions to remain in the organization was bettered by organizational support. Studies have also indicated that organizational support moderates the association between role demand and employee intentions to stay (Achour et al., 2017; Eriksson et al., 2021). Thus, it is hypothesized that

H4: Organizational support will moderate the negative association between inter-role conflict and the intention to stay in the organization

H5: The negative association between intra-role conflict and the intentions to stay in the organization will be moderated by organizational support.

Based on the literature reviewed, the conceptual framework below (figure 1) will be generated:

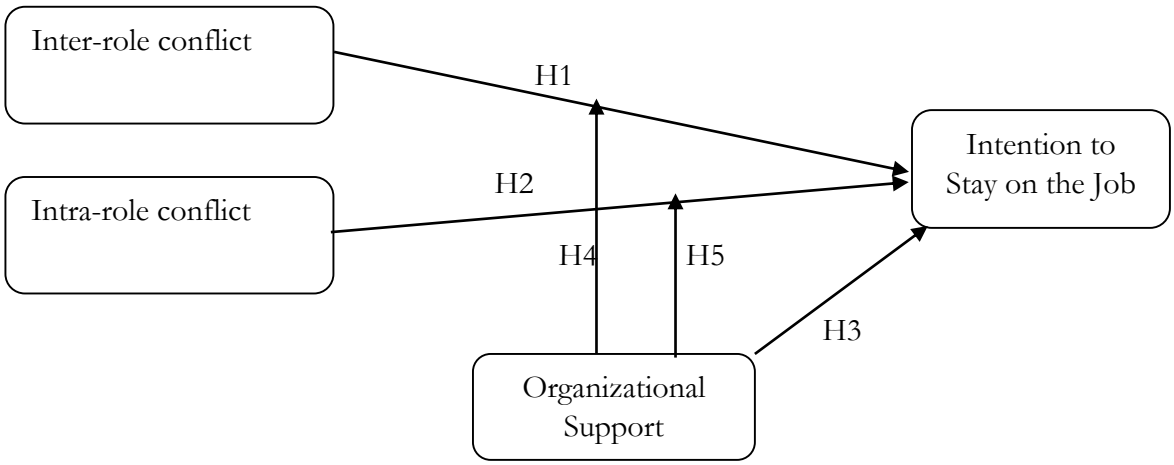

Figure 1: conceptual framework showing the relationship between the underlying variables

Methodology

Design

The study utilized a cross-sectional survey design. The cross-sectional survey design is a non-experimental technique that gathers a great deal of information in a short period of time (Addai et al., 2018). The study was a cross-sectional survey because data on the components of role conflict, organizational support, and the intentions to stay were collected only at a single point in time.

Respondents and Procedure

The population of the present study was employees working in different departments in the public sectors in Ghana. The employees were selected from the ministries in Ghana. Twenty-eight ministries were involved in the study. A total of 300 employees were targeted for the study based on Tabachnick and Fidell (1996) formula which proposes that the sample size $(N) > 50+8(m)$, where m represents the number of variables. Since there are four (4) variables (two components of role conflict, organizational support, and intentions to stay in the organization), the projected sample size was supposed to be more than 82. To cater to the non-response rate, the sample was increased to 300 respondents.

The 300 sample size was selected using a convenient non-probability sampling technique. The convenient sampling technique was adopted in order to get a representation of the demographic data in the study. This was because the respondents were selected based on availability and easy access. This technique was easy to carry out with few rules and facilitated the selection of the respondents. In selecting the respondents, the researchers together moved around the various departments in the ministries to administer the questionnaires. The collection of data lasted from October 2021 to November 2021. All the ethical considerations such as informed consent, institutional approval, confidentiality, voluntary participation, free from harm, and anonymity were strictly followed. Questionnaires that were accurately completed were coded and used for further analyses.

Measures

The questionnaires were used in data collection. The questionnaires are described below: Role conflict was measured with the 12-items Role Conflict Scale (RCS; Jackson & Rothmann, 2005) which measures role conflict in two dimensions: inter-role conflict and intra-role conflict. The present study found Cronbach alpha of .94 (inter-role conflict = .91 and intra-role conflict = .89) for the scale. The items are scored on 4-point Likert options ranging from 1 (strongly disagree) to 4 (strongly agree). Sample items on the scale include "I am very clear about the limits of my authority in my position", and "I often have to decide to attend an event or function at the expense of not attending another". Scores of each respondent ranged from 12 to 48 with higher scores indicating higher levels of role conflict.

Organizational support was measured using the Perceived Organizational Support Scale (POSS) developed by Rhoades and Eisenberger (2002). The POSS is an endorsed 8-item questionnaire developed to measure perceptions about organizational support received from other employees and management. The present study found a Cronbach alpha of .82 for the scale. The POSS is responded using a 5-point response option ranging from 'strongly disagree' (1) to 'strongly agree' (5). An item of the POSS includes "the organization values my contribution to its well-being". The POSS scale was scored from 1 to 5 with total scores ranging from 8 to 40. Higher scores were considered as higher levels of organizational support. However, a score above 25 was classified as enjoying a higher level of organizational support.

Intention to stay was measured using the Job Retention Scale (JRS) developed by Roodt (2004). The JRS measures the extent to which employees are willing to stay in the organization over a long time. The scale is made up of 15-items measured on 5-point Likert response options ranging from 0 (never) to 4 (always). A Cronbach alpha of .91 was found in this study. Sample item on the scale includes "I have often considered leaving my job". Each item of the JRS was scored from 0 to 4. Total scores of each respondent ranged from 0 to 60 with higher scores indicating higher intention to stay in the organization.

Validity and Reliability

Before data was analyzed, comprehensive cleaning was done to ensure accuracy and precision. The validity and reliability of the instruments were evaluated using item analysis and dimensionality analysis. Item analysis is a form of assessing the quality of the constructs by removing some items that do not relate to the total score or items that have an extremely low relationship with the total score of the subscales (Mahembe, 2013). In doing this, items that did not contribute to the internal reliability of the component of the subscales were detected and eliminated. The consistency (reliability) generates the inter-item correlation statistics, item-total correlation statistics, and the Cronbach alpha values. All the items produced a total-item coefficient that was greater than .03 and so was considered reliable (Mahembe, 2013). The Cronbach alpha of all the scale scales was above .70 (Table 1).

The dimensionality of the scale was conducted using exploratory factor analysis (EFA). The EFA is a statistical approach that assesses which individual items load significantly onto their main subscales (Costello &

Osborne, 2005). An item loads significantly if the coefficient is above .30 (Tabachnick & Fidell, 2013). The EFA showed that the factor loadings of all the constructs were above 0.70 and so the items were considered valid.

Table 1: The Cronbach alpha statistics for the various scales

Scale	Cronbach Alpha
Intra-role conflict	.89
Inter-role conflict	.91
Organizational support	.82
Intention to stay on the job	.91

Results and Discussion

Descriptive Statistics

Out of the 300 questionnaires distributed to the respondent, two hundred and eighty-seven (287) responses were retrieved for the analysis which represents 95.7%. Table 2 below shows the demographic features of the respondents.

Table 2: Demographic features of the participants (n=287)

Demographic Variable	Frequency (*f*)	Percentage (%)
Gender		
Male	134	46.7
Females	153	53.3
Age		
At most 20 years	35	12.2
21 – 30 years	87	30.3
31 – 40 years	106	36.9
41 years and above	59	20.6
Marital status		
Married	126	43.9
Single	161	56.1
Work experience		
At most 5 years	53	18.4
6 – 10 years	78	27.2
11 – 20 years	94	32.8
21 years and above	62	21.6

From Table 2, the majority of the respondents (53.3%) were females and most of the respondents were not married (56.1%). The mean age of the participants was 32.87 years with the age ranging from 18 years to 54 years. The average years of working experience was 13.5 years.

Table 3: Inter-correlations and Cronbach alpha of the variables

	Variable	1	2	3	4	5	6	7	8
1.	Gender	-							
2.	Age	-.04	-						
3.	Marital Status	-.06	-.03	-					
4.	Work Experience	-.05	.09	.12	-				
5.	Inter-Role Conflict	-.11	.13	.18**	.15	(.83)			
6.	Intra-Role Conflict	-.13	.16	.03	.13	.34**	(.86)		
7.	Org Support	.15*	-.07	-.08	-.12	-.40**	-.31**	(.91)	
8.	Intention to Stay	.07	-.11	-.09	-.16	-.55**	-.45**	.44**	(.85)

*p <.05, **p <.01

Gender: 1 for female and 2 for male. Age: 1 for at most 20years, 2 for 21 – 30years, 3 for 31 – 40years, and 4 for 40years and above. Marital Status: 1 for married and 2 for single. Work Experience: 1 for at most 5years, 2 for 6 – 10years, 3 for 11 – 20years, and 4 for 21 years and above. The figures in brackets are the reliability value.

The inter-correlations and Cronbach alpha of the variables are shown in Table 3. As illustrated in the table, none of the demographic characteristics were related significantly to the main variables. However, all the main variables are significantly correlated. Inter-role conflict ($r = -.55, p < .01$) and intra-role conflict ($r = -.45, p < .01$) were negatively associated with the intentions to stay. Organizational support was also correlated positively with the intentions to stay ($r = .44, p < .01$). All the main variables were also reliable.

Hypotheses Testing

The hierarchical regression analysis (Baron & Kenney, 1986) was used in analysing all the five predictions. None of the demographic variables was controlled since none the Pearson relationship showed that none of the demographic respondents significantly predicted the intention to stay. In the first step, the two components of role conflict were entered (Table 4 and Table 5) and in the second step, organizational support was entered. The interaction term of the two components of role conflict (inter-role conflict and intra-role conflict) and organizational support was entered in Step 3. The findings are illustrated in Table 4 and 5.

Table 4: Regression analysis of organizational support moderating the nexus between inter-role conflict and the intentions to stay on the job

	β	t	R^2	ΔR^2	F	*P*
Step 1						
Inter-role conflict	-.554	-10.198	.307	.307	104.005	.000
Step 2						
Organizational support	.260	4.565	363	.056	66.814	.000
Step 3						
Inter-role conflict *X* organizational support	-.375	-4.522	.415	.052	55.062	.000

Step 1 of Table 4 shows that inter-role conflict significantly predicted the intention to stay on the job ($\beta = -.554, p < 0.01$). This supports the prediction that inter-group conflict will negatively predict the intention to stay in the organization. Organizational support also predicted the intention to stay in the organization ($\beta = .260, p < 0.01$) which supported the hypothesis that there will be a positive association between perceived organizational support and the intention to stay on the job.

Assessing step 3, the interaction of inter-role conflict and organizational support on the intentions to stay on the job was significant ($\beta = -.375, p < 0.01$), contributing about 5.2% of the elucidated variance in the intentions to stay ($\Delta R2 = .052$). The result was verified using Figure 1.

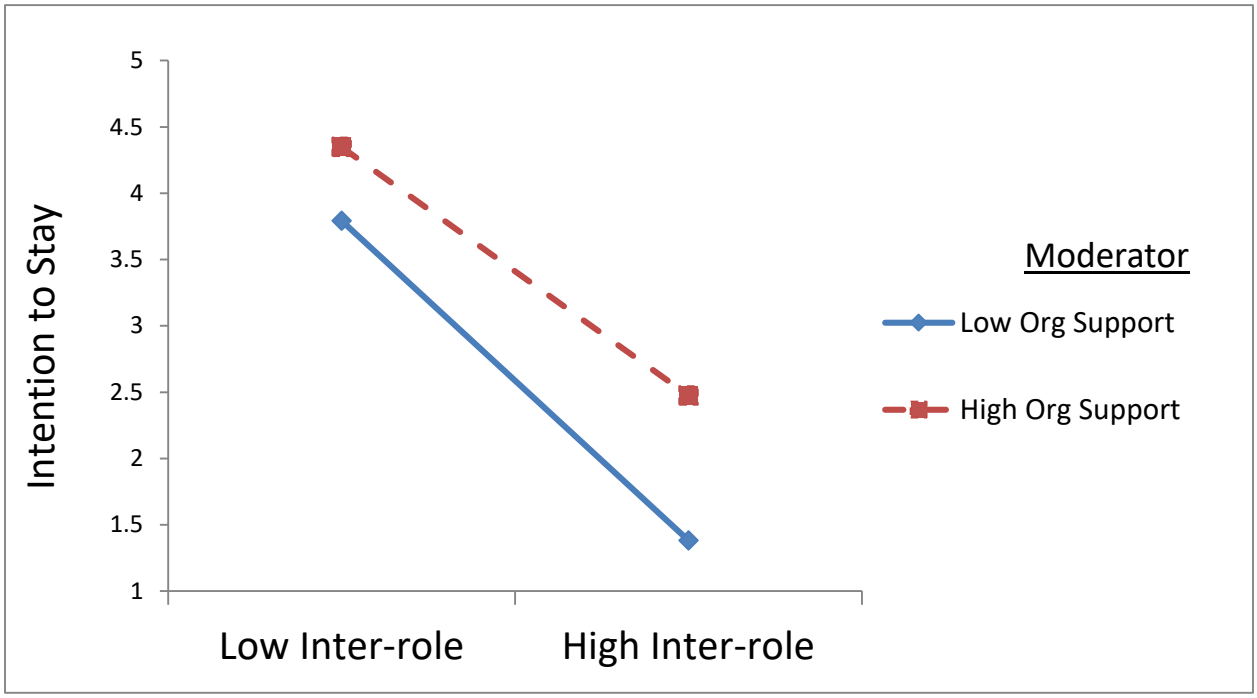

Figure 1. Simple slope depicting the organizational support as a moderator in the nexus between inter-role conflict and the intentions to stay

The graph shown in Figure 1 illustrates that organizational support dampens the negative association between inter-role conflict and the intention to stay on the job. The graph also portrays that the negative correlation between inter-role conflict and the intention to stay on the job was stronger at higher levels of organizational support than at lower levels of organizational support. This confirms the hypothesis that organizational support will moderate the negative association between inter-role conflict and the intention to stay in the organization.

Table 5: Regression analysis of organizational support as a moderator in the nexus between intra-role conflict and the intentions to stay on the job

	β	t	R^2	ΔR^2	F	*P*
Step 1						
Intra-role conflict	-.455	-8.313	.382	.382	72.184	.000
Step 2						
Organizational support	.208	3.718	.416	.034	55.366	.000
Step 3						
Intra-role conflict *X* organizational support	-.279	-3.361	.437	.021	41.402	.000

Examining Step 1 of Table 5, intra-role conflict significantly predicted the intentions to stay in the organization ($\beta = -.455$, $p < 0.01$). This also supports the hypothesis that intra-role conflict will account for significant negative variance in the intention to stay on the job. Assessing Step 3, the interaction term of intra-role conflict and organizational support significantly predicted the intentions to stay on the job ($\beta = -.279$, $p < .01$). The interaction term of intra-role conflict and organizational support contributed to about 2.1% of the intentions to stay on the job ($\Delta R^2 = .021$). The interaction term is confirmed in Figure 2 below.

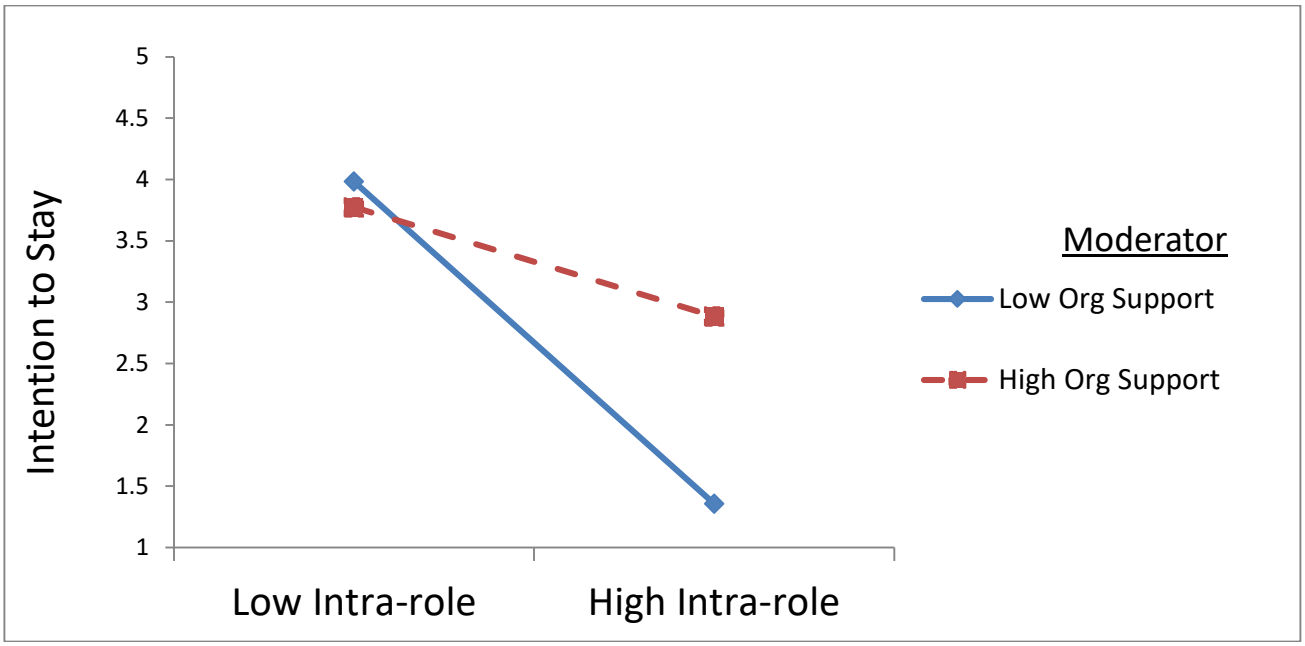

Figure 2. Simple slope of the moderating effect of organizational support on role conflict –intention to stay relationship

As depicted in Figure 2, organizational support weakened the negative correlation between intra-role conflict and the intention to stay on the job. The interaction illustrates that the negative association between intra-role conflict and the intentions to stay in the organization was stronger at higher levels of organizational support than at lower levels of organizational support. This also supports the last prediction that the negative relationship between intra-role conflict and the intentions to stay in the organization will be moderated by organizational support.

Discussion

The study was aimed at assessing the moderation mechanism of organizational support on the influence of inter-role and intra-role conflict on the intention to stay in the organization. It was revealed that the components of role conflict significantly predicted intention to stay. This finding is consistent with the results obtained by Aboobaker et al. (2017) on the effect of role conflict on the intentions to stay in the organization. The results indicated that role conflict has a negative impact on the intentions to stay among employees. Role conflict accounted for 32% of the variance in the intentions to stay. Finding also agrees with previous studies that indicated that role conflict has a negative relationship with the intention to stay in the organization (Deri et al., 2021; Tseng, 2011; Worku, 2015). As stipulated by Tseng (2011), employees will always have the desire to stay in the organization if they have clearly defined roles that are not conflicting.

The study revealed that inter-role conflict negatively relates to the intentions to stay in the organization which corroborates with the study by You-De et al. (2019) which indicated that employees who perceive lower levels of inter-role conflict had higher intention to stay in the organization. The finding also agrees with the study by Cregård and Corin (2019) that assessed the impact of inter-role conflict on the intention to stay in the organization. Results indicated a significant negative impact of inter-role conflict on the intentions to stay.

There was also a significant negative correlation between intra-role conflicts on the intentions to stay on the job. The result agrees with numerous previous studies which indicated that intra-role conflict has negative impacts on the intention to stay in the organization (Awan, et al., 2021; Worku, 2015). Astvik et al. (2020) explained that when the demands of performing two tasks compete against each other, the employee will find it difficult to know which type of tasks to perform which leads to the intention to stay in the

organization. According to the spillover theory (Berry et al., 1992), the intention to stay in an organization is a function of job satisfaction. The theory emphasizes that employees go through stress which may have a spillover that can lead to the intention not to stay in the organization. According to the theory, both inter-role conflict and intra-role conflicts impose higher levels of stress on employees which affect their intentions to stay in the organization. Employees who perceive a lower level of inter-role and intra-role conflict encounter negative spillover which affects their job satisfaction, and hence, intentions to stay in the organization.

The study also revealed that organizational support was positively correlated to the intention to stay in the organization. This corresponds to numerous studies which assessed the nexus between perceived organizational support and the intentions to stay on the job (Cregård & Corin, 2019; Eriksson et al., 2021). The results suggested a significantly positive correlation between perceived organizational support and the intentions to stay in the organization. Again, it corroborates with the study conducted by Pahlevan-Sharif et al. (2018) which indicated a strong positive nexus between organizational support and the intentions to stay in the organization. As indicated by Price and Mueller (2001), turnover is a result of a decision process involving exogenous and endogenous factors. Exogenous variables which include contextual factors can trigger the intention to stay in an organization independent of endogenous variables. The theory considers organizational support as an exogenous factor that compels employees to stay in an organization.

The study also indicated that organizational support moderates the negative association between the two components of role conflict and the intentions to stay in the organization. From the results, organizational support weakened the negative association between the two components of role conflict (inter-role and intra-role) and the intentions to stay on the job. The findings are consistent with the results of the study conducted by Pahlevan-Sharif et al. (2018) which indicated that organizational support moderates the negative relationship between each of the two components of role conflict and the intentions to stay in the organization. Additionally, Sharif et al. (2021) found that organizational support weakened the negative association between the two components of role conflict (inter-role and intra-role) and the intention to stay in the organization. According to Deri et al. (2021), organizational support indicates that the employers care for the well-being of employers. Due to this, employees will be more willing to stay in the organization for a reasonable time. The tendency to stay in the organization as a result of organizational support helps employees to tackle all forms of conflict including inter-role and intra-role conflict.

The moderating role of organizational support on the two components of role conflict and the intentions to stay in the organization can also be explained by the POS theory. According to the theory, the support receives from the organization is a way through which employees comprehend their assessment of the organization (Eisenberger et al., 2014). Therefore, employees will have the predisposition to continue to stay in the organization based on the treatment they receive from the organization (Eisenberger et al., 2014). Employees' perception of support provides the energy which helps to cope with the negative effect of role conflict on the intentions to stay on the job. When there is favorable support from the employers, it reduces stress which improves the tendency to stay in the organization (Achour et al., 2017).

Conclusion

The research is among the few studies that assessed the moderating role of organizational support in the correlation between the two components of role conflict and the intention to stay in the organization in the Ghanaian setting. The study demonstrated that each of the components of role conflict negatively correlated with the intentions to stay in the organization. There was also a positive impact of organizational support on the intention to stay. Organizational support was found to moderate the negative association between the two components of role conflict and the intentions to stay on the job. The study expands the literature on the impacts of the two components of role conflict on the intentions to stay on the job by assessing the moderating effect of organizational support. This study contributes to the academic literature on the significance of

organizational support as contributing factor in the correlation between the two components of role conflict and the intentions to stay.

Limitations and practical implications

Though numerous measures were taken to achieve reliable and valid results, the study is without limitations. The first limitation is associated with the measures. The study relied on self-report measures which can lead to a socially desirable response (Addai et al., 2022). Due to the perceptual nature of self-report measures, it leads to perceptual bias. However, the research made sure the respondents remained anonymous and the items were responded to individually which helped in reducing the socially desirable response that comes about as a result of the self-report measures. Moreover, the study was a correlational study that does not help in establishing causality. There is the need to conduct a longitudinal study which will help in establishing causality. Lastly, the sample was not representative of the population because the sample was selected through a convenient sampling method. Moreover, females in the study were more than the males and this can be due to the convenient sampling technique used. This makes the population not reflective of gender distribution in public service. The generalizability of the findings is therefore inadequate. There is a need to use the probability sample technique. It is also recommended that further research expand the populations, and focus on factors to better understand the intentions to stay in the organization.

The results of the study have several implications. First, the linkage existing between the two types of role conflict and the intentions to stay on the job implies that employees in public organizations will think of quitting the job as a result of role conflict. Therefore, public sectors in Ghana must design the job responsibilities of employees clearly and vividly to avoid role conflict. Thus employees' retention can be improved if their job descriptions are classified by human resource managers in public organizations. There is the need for every employee to have only one direct superior to which they will account in order to avoid intra-role conflict. There was also a significant positive relationship between organizational support and intention to stay on the job. If management in public organizations value the employee and will like to see them in the organization for the foreseeable period, then they must support the employees. The moderating role of organizational support in the nexus between the two components of role conflict and the intentions to stay means that the negative correlation between the two components of role conflict and the intentions to stay can be annulled if management supports employees.

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