

Article

The impact of work-family conflict on female employee performance in China: The mediating role of family-supportive supervisor behaviors

Shuzhao Li*, Muhammad Farhan Jalil, Dayang Affizzah Binti Awang Marikan

Faculty of Economics and Business, Universiti Malaysia Sarawak (UNIMAS), 94300 Sarawak, Malaysia

*Corresponding author: Shuzhao Li, lishuzhao154@gmail.com

CITATION

Li, S., Jalil, MF., Marikan, DABA. (2026). The impact of work-family conflict on female employee performance in China: The mediating role of family-supportive supervisor behaviors. *Human Resources Management and Services*. 8(4): 6474. <https://doi.org/10.18282/hrms6474>

COPYRIGHT

Copyright © 2026 by author(s).
Human Resources Management and Services is published by Piscomed Publishing Pte. Ltd. This work is licensed under the Creative Commons Attribution (CC BY) license. <https://creativecommons.org/licenses/by/4.0/>

Abstract: In China, where traditional family responsibilities and increasing workplace demands frequently coexist, work-family conflict continues to be a significant challenge for female employees. This study investigates the correlations between employee performance, work-family conflict, and family-supportive supervisor behaviors among female employees, utilizing Conservation of Resources Theory and Social Exchange Theory. A quantitative cross-sectional survey was implemented, resulting in 529 valid responses from female employees employed in various organizational contexts in Guangdong Province, China. To evaluate the postulated relationships, structural equation modeling was implemented. The results indicate a significant negative direct association between work-family conflict and employee performance. Time-based, strain-based, and behavior-based conflict are positively associated with overall work-family conflict, while WFC is positively associated with perceived FSSB, and FSSB is positively associated with employee performance. Work-family conflict is positively associated with perceived family-supportive supervisor behaviors, and employee performance is significantly and positively associated with family-supportive supervisor behaviors. Additionally, the direct association between work-family conflict and employee performance was negative, whereas family-supportive supervisor behaviors demonstrated a significant positive indirect association. This suggests a competitive mediation pattern. By emphasizing the coexistence of resource demands and supportive workplace resources, these findings expand the application of Conservation of Resources Theory. Additionally, Social Exchange Theory contributes to the explanation of the favorable employee responses that are linked to supportive supervisory relationships. The study also offers practical implications for organizations that are interested in promoting the well-being of female employees by implementing supervisory practices that prioritize family-supportive behavior and providing more structured work-family support.

Keywords: Work-family conflict; Family-Supportive Supervisor Behaviors; Employee performance; SEM; China

1. Introduction

As women's involvement in the workforce escalates, female workers are assuming various responsibilities in both professional and familial spheres, subjecting them to intensified role strain and psychosocial stress. Notwithstanding advancements in policies and educational attainment, enduring gender stereotypes still influence organizational views on women's abilities, dedication, and leadership prospects [1]. Consequently, women are frequently perceived as less dedicated to their careers because of familial obligations, potentially resulting in prejudiced assessments, restricted professional prospects, and diminished workplace involvement, eventually hindering job efficacy.

The Chinese environment offers a crucial backdrop for comprehending work-family conflict. Affected by collectivist cultural principles and conventional gender expectations, women frequently face the obligation to prioritize familial duties alongside their professional commitments [2]. Empirical data indicates that Chinese women persist in bearing an unequal burden of domestic obligations, encompassing childcare and household tasks [3]. This dual responsibility results in ongoing resource exhaustion and exacerbates work-family discord, especially for working women.

From the viewpoint of Conservation of Resources theory, work-family conflict signifies a mechanism of resource exhaustion, wherein the concurrent obligations of work and family surpass individuals' available resources, leading to stress and diminished performance. Conversely, Social Exchange Theory posits that supporting actions from supervisors can function as significant relational and contextual assets. Particularly, supervisor actions that promote family, such as emotional encouragement, practical aid, and adaptable work schedules, might assist employees in restoring exhausted resources and sustaining work involvement.

In this study, work-family conflict is defined as a substantial stressor, and family-supportive supervisor behaviors are identified as a critical organizational resource. This study examines the relationships among work-family conflict, family-supportive supervisor behaviors, and the performance of female employees in China. This study offers a more comprehensive comprehension of the relationships between employee performance, supervisory support, and role conflict by incorporating Conservation of Resources Theory and Social Exchange Theory.

This research enhances the existing body of knowledge in three distinct manners. Initially, it broadens the investigation of work-family conflict by incorporating a gender-focused viewpoint within a non-Western, collectivist framework, emphasizing the influence of cultural norms on resource exhaustion mechanisms. Secondly, it investigates the intermediary function of family-supportive supervisory behaviors as a resource-restorative mechanism connecting work-family conflict and employee performance. Third, it provides actionable insights for firms to develop supportive management strategies that improve both employee welfare and productivity. The research intends to address the subsequent research inquiries (RQs):

RQ1: How is work-family conflict associated with the job performance of female employees in China?

RQ2: Do actions of supervisors that support family life act as a mediator in the connection between work-family conflict and the job performance of Chinese female employees?

2. Literature review

2.1 Conservation of resources theory

Conservation of Resources (COR) Theory, proposed by Hobfoll [5], [6], explains stress as a process associated with the threat, loss, or insufficient return of valued resources. These resources may include time, energy, social support, self-esteem, and psychological well-being [7]. Individuals are therefore motivated not only to protect existing resources but also to acquire additional resources that enhance their ability to cope with demands.

Existing research has applied COR Theory extensively to explain employees' psychological and behavioral responses in organizational settings. Resource availability can facilitate recovery, resilience, and adaptive functioning, whereas persistent resource depletion is associated with stress and adverse work-related outcomes [8], [9]. COR Theory further proposes that continued resource loss

may develop into a “loss spiral,” in which depleted resources reduce individuals’ capacity to obtain new resources, thereby intensifying subsequent stress and negative outcomes [10], [11], [12].

2.2 Social exchange theory

Social Exchange Theory explains workplace relationships as reciprocal exchange processes in which individuals respond to favorable treatment with corresponding positive attitudes or behaviors [13], [14]. Beyond economic exchanges, contemporary research emphasizes socio-emotional and psychological resources such as support, fairness, and recognition as important components of workplace exchange relationships [15].

These exchanges develop through repeated interactions that shape relationship quality and subsequent employee responses [16]. Supportive and responsive treatment can strengthen reciprocal relationships, whereas insufficient support may weaken exchange quality and contribute to unfavorable employee outcomes [17]. Accordingly, Social Exchange Theory provides a useful framework for understanding how perceived organizational and supervisory support may influence employees’ attitudes and behaviors through norms of reciprocity.

2.3 Work-Family Conflict

Work-family conflict refers to the incompatibility between work and family role demands [18]. It is a multidimensional stress process commonly involving both work-to-family and family-to-work conflict and is influenced by role, boundary, identity, and contextual factors [19], [20], [21]. As a prevalent psychosocial stressor, work-family conflict has important implications for employee well-being and work-related outcomes [22].

From a Conservation of Resources perspective, work-family conflict arises when competing role demands deplete employees’ limited resources, including time, energy, and emotional capacity. Persistent resource loss can increase emotional exhaustion and psychological stress [23], [24], making it more difficult for employees to manage competing work and family responsibilities. The experience of work-family conflict may also vary across individual, organizational, and cultural contexts. In China, traditional gender-role expectations often require women to simultaneously fulfill professional and family caregiving responsibilities, increasing their vulnerability to resource conflicts across these domains [25].

In the current investigation, work-family conflict is conceived as a higher-order formative construct that is comprised of three types of role incompatibility: time-based conflict, strain-based conflict, and behavior-based conflict. These three dimensions encompass distinct yet complementary manifestations of conflict between work and family responsibilities. The model implies that increases in any of these forms contribute to the overall level of work-family conflict, rather than treating the dimensions as interchangeable reflections of a single latent state. Consequently, the structural relationships are defined in a manner that progresses from time-based, strain-based, and behavior-based conflict to the overall work-family conflict.

2.4 Family-supportive supervisor behaviors

Family-supportive supervisor behaviors refer to supervisory practices that help employees manage work and family responsibilities through flexibility, empathy, and support [26], [27]. Hammer et al. further conceptualized family-supportive supervisor behaviors as a multidimensional construct comprising emotional support, instrumental support, role modeling, and creative work-family management [28].

Positive employee outcomes, such as job satisfaction, work engagement, performance, and psychological well-being, have been consistently linked to supervisor behaviors that prioritize family support. Family-supportive supervisor behaviors can be interpreted as a contextual resource that assists employees in managing work-family demands and as a relational signal that fortifies reciprocal employee-supervisor relationships from the perspectives of Conservation of Resources Theory and Social Exchange Theory [29]. Despite growing recognition of family-supportive supervisor behaviors as an important organizational resource [30], [31], [32], its role in work-family processes remains relatively underexplored, particularly among Chinese female employees.

2.5 Female employee performance

Employee performance is commonly reflected in job completion, work efficiency, and output quality [33], [34]. Beyond individual competencies, employee performance may also be shaped by organizational and social contexts. For female employees, gendered role expectations and responsibilities across work and family domains may create additional demands that influence their ability to maintain effective work performance.

In collectivist contexts such as China, employee performance may also involve relational and collaborative contributions that support organizational effectiveness [35]. Accordingly, understanding the performance of Chinese female employees requires consideration of the broader organizational, social, and cultural contexts in which their work roles are embedded.

3. Hypothesis development

3.1 Work-family conflict and employee performance

Work-family conflict is negatively associated with employee performance, as competing work and family demands may place pressure on employees' limited resources, including time, energy, and psychological capacity [36], [37], [38]. From a Conservation of Resources perspective, continued resource loss across competing roles makes it increasingly difficult for employees to sustain effective performance.

This relationship may be particularly relevant for Chinese female employees, who often face simultaneous work and family responsibilities [25]. Greater conflict between these roles can intensify resource depletion and psychological strain, thereby reducing employees' capacity to maintain effective work performance. Accordingly, the following hypothesis is proposed:

H1: Work-family conflict is negatively associated with employee performance among female employees in China.

3.1.1 Time-based conflict and work-family conflict

Time-based conflict occurs when the time devoted to one role limits the time available for fulfilling another role, creating incompatibility between work and family responsibilities [18]. Because time is a finite resource, greater work demands can reduce employees' opportunities to participate in family activities and fulfill family responsibilities. From a Conservation of Resources perspective, competition for limited time resources makes it increasingly difficult to meet demands across both domains, thereby intensifying work-family conflict. Accordingly, time-based conflict represents one important component contributing to the overall experience of work-family conflict.

H1a: Time-based conflict contributes positively to overall work-family conflict.

3.1.2 Strain-based conflict and work-family conflict

Strain-based conflict occurs when stress, emotional tension, or fatigue generated in one role interferes with an individual's ability to fulfill

responsibilities in another role. Work-related stressors, including workload, role conflict, technostress, and role ambiguity, can increase psychological strain and emotional exhaustion, which may spill over into the family domain and intensify work-family conflict [39], [40]. From a Conservation of Resources perspective, persistent work stress depletes employees' psychological and emotional resources, making it more difficult to meet competing work and family demands. Excessive workloads may further intensify this process by increasing work-family conflict and job stress [41]. Accordingly, strain-based conflict represents an important component contributing to overall work-family conflict.

H1b: Strain-based conflict contributes positively to overall work-family conflict.

3.1.3 Behavior-based conflict and work-family conflict

Behavior-based conflict occurs when behavioral patterns required in one role are incompatible with those expected in another. Workplace behaviors such as competitiveness, authority, and task orientation may conflict with family expectations of emotional support, patience, and relational sensitivity, making it difficult for employees to adjust their behaviors across work and family roles. Existing research suggests that work-related behavioral demands may spill over into family interactions [40], while continuous digital connectivity may further blur work-family boundaries and hinder behavioral adjustment across domains [39]. From a Conservation of Resources perspective, difficulties in adapting behaviors across roles may increase psychological strain and intensify conflict between work and family responsibilities. Accordingly, behavior-based conflict represents a distinct component contributing to overall work-family conflict.

H1c: Behavior-based conflict contributes positively to overall work-family conflict.

3.2 Family-supportive supervisor behaviors and employee performance

Family-supportive supervisor behaviors can enhance employee performance by providing emotional and instrumental resources that help employees manage work-family demands and maintain work engagement [31], [42]. From a Conservation of Resources perspective, such support helps employees preserve and replenish valuable resources, reducing the strain associated with competing work and family responsibilities [43], [44]. Empirical evidence also links family-supportive supervisor behaviors to improved work-life balance, job satisfaction, proactive behavior, and performance [30], [45], [46].

Social Exchange Theory further suggests that employees who perceive supportive treatment from supervisors are more likely to reciprocate through greater engagement, commitment, and work effort. This reciprocal process may be particularly relevant in relationship-oriented contexts such as China, where supervisory support and interpersonal relationships are highly valued [29], [31], [47]. Accordingly, the following hypothesis is proposed:

H2: Family-supportive supervisor behaviors are positively associated with employee performance among female employees in China.

3.3 Work-Family Conflict and family-supportive supervisor behaviors

Resource strain and an increased need for support are associated with work-family conflict as employees attempt to manage competing work and family demands [48], [49]. Consequently, employees who are confronted with more severe work-family conflicts may be more inclined to report, seek, or observe family-supportive behaviors from their supervisors, such as instrumental assistance, emotional understanding, and flexibility [50], [51].

This association may be especially pertinent for Chinese female employees, who frequently undertake significant responsibilities in both their professional

and personal lives [31], [52]. From a resource perspective, greater work-family conflict may be associated with a stronger perceived need for supervisory support. Nevertheless, the relationship may also operate in the opposite direction, as employees' perceptions of work-family conflict may be influenced by differences in perceived family-supportive supervisor behaviors. It is impossible to determine the temporal order of these variables due to the cross-sectional nature of the current study. Based on the preceding arguments, the following hypothesis is proposed:

H3: Work-family conflict is positively associated with family-supportive supervisor behaviors among Chinese female employees.

3.4 Mediating effect of family-supportive supervisor behaviors

Collectively, the relationships indicate that supervisory behaviors that prioritize family support may serve as a critical mechanism for establishing a connection between employee performance and work-family conflict. Supportive workplace resources are particularly relevant to the capacity of employees to manage competing work and family responsibilities, as they frequently encounter increased demands on their time, energy, and emotional resources while experiencing greater work-family conflict [49], [52]. In this context, supervisory behaviors that prioritize family support, including emotional support, flexibility, and assistance in managing work-family demands, may offer valuable resources that assist employees in managing these pressures.

FSSB is a contextual resource that may assist employees in conserving or replenishing resources when work and family demands compete, as viewed through the lens of Conservation of Resources Theory. Consequently, the correlation between employee performance and work-family conflict may be partially mediated by variations in the perceived family-supportive behaviors of supervisors. Social Exchange Theory offers a complementary explanation: employees may establish more positive exchange relationships and reciprocate by exchanging more engagement and work effort when they perceive their supervisors as supportive of their work-family requirements. Consequently, FSSB may function as an intervening mechanism that links employee performance to work-family conflict.

It is crucial to note that the proposed mediation is based on the theoretically specified relationships between the constructs, rather than a definitive temporal or causal ordering. Alternative directional relationships are considered when interpreting the empirical findings, as the study is cross-sectional. The following hypothesis is proposed:

H4: Family-supportive supervisor behaviors mediate the relationship between work-family conflict and employee performance among Chinese female employees.

3.5 Conceptual framework

This study conceptualizes overall work-family conflict as a higher-order formative construct composed of time-based, strain-based, and behavior-based conflict. These three dimensions jointly contribute to employees' overall experience of work-family conflict. Overall work-family conflict is subsequently examined in relation to family-supportive supervisor behaviors and employee performance. Family-supportive supervisor behaviors are modeled as a mediator between overall work-family conflict and employee performance. (see **Figure 1**).

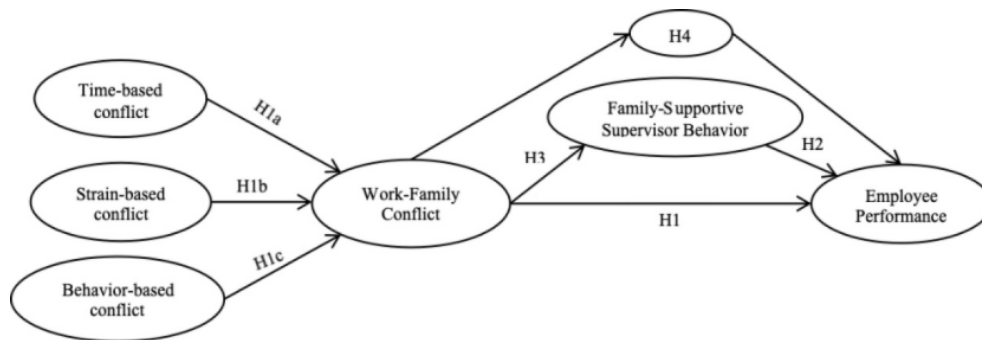


Figure 1. Conceptual Framework.

4. Methodology

4.1 Research design

This study adopts a quantitative research design to examine the relationships among work-family conflict, family-supportive supervisor behaviors, and female employee performance. A cross-sectional survey approach was employed, as data were collected from respondents at a single point in time. This design is appropriate for testing theoretically derived relationships and mediation effects using standardized measurement instruments. The quantitative approach enables statistical examination of construct validity, reliability, and hypothesized associations, thereby ensuring methodological rigor consistent with empirical research in organizational behavior and human resource management.

4.2 Sampling and Procedure

The focus of this investigation was on female employees employed in Guangdong Province, China. Guangdong was selected as the research setting because of its diverse and highly developed economy, substantial employment opportunities, and the significance of work-family challenges among female employees in the region. A non-probability purposive sampling approach was implemented due to the absence of a comprehensive sampling frame for the target population. In order to document the diverse employment and supervisory experiences of female employees, participants were recruited from organizations of varying sizes, industries, ownership types, and occupational levels.

In total, 600 potential participants were contacted for the survey. The data were gathered using an online questionnaire that was administered with the help of a professional survey company. Responses were screened for completeness and consistency after data collection, and questionnaires that contained incomplete or inconsistent responses were excluded. This procedure yielded 529 valid responses for the final analysis, resulting in an effective response rate of 88.2%. The questionnaire required approximately 15–25 minutes to complete.

The final sample encompassed a wide variety of organizational contexts. In terms of industry, 34.40% of respondents were employed in the service sector, 11.53% in manufacturing, 10.96% in agriculture, 3.40% in construction, and 39.70% in other sectors. In terms of organizational ownership, 58.60% of the workforce was employed in private enterprises, 17.20% in state-owned enterprises, 14.18% in public institutions, and 10.02% in other categories of organizations. Additionally, the respondents represented a variety of occupational levels, with 60.49% of them employed in entry-level positions and 26.65% in middle-management positions. The heterogeneous organizational contexts that were created by the inclusion of respondents from a variety of industries, organizational types, and occupational levels allowed for the examination of the relationships among the focal variables.

This study was reviewed and approved by the Ethics Committee of Universiti Malaysia Sarawak (Approval No.: UNIMAS-EC-2024/R03). Written informed

consent was obtained electronically from all participants prior to data collection. All procedures were conducted in accordance with relevant institutional guidelines and international ethical standards.

4.3 Measures

Work–Family Conflict: The Carlson et al. (2000) scale was employed to quantify work–family conflict. The original instrument encompasses three types of conflict: time-based, strain-based, and behavior-based conflict, as well as work-to-family and family-to-work conflict. Items from both directional domains were retained within their respective conflict forms in the current study, rather than being modeled as distinct work-to-family and family-to-work constructs. As a result, the analysis concentrated on three dimensions—time-based conflict, strain-based conflict, and behavior-based conflict—which collectively comprise the higher-order construct of overall work-family conflict. The study's emphasis on the cumulative experience of role incompatibility across work and family domains, rather than directional asymmetry between the two domains, led to the adoption of this specification.

Family-supportive supervisor behaviors: The 14-item scale developed by Hammer et al. (2009) was initially employed to measure family-supportive supervisor behaviors. This scale encompasses four dimensions: instrumental support, role modeling behavior, emotional support, and innovative work-family management. Before the questionnaire was administered, the original English items were translated into Chinese using a machine-assisted translation approach. A formal back-translation procedure was not implemented.

The standardized factor loadings of eight items (D3, D4, D6, D8, D10, D12, D13, and D14) did not meet the necessary criterion during the CFA. The six items that were retained were D1, D2, D5, D7, D9, and D11. Despite the removal of over half of the original items, the retained items continued to provide representation across all four conceptual dimensions of FSSB: instrumental support (D5 and D7), role modeling behavior (D9), innovative work-family management (D11), and emotional support (D1 and D2). The composite reliability of .905 and the average variance extracted (AVE) of .617 were indicative of the satisfactory reliability and convergent validity of the six-item measure that was retained. Nevertheless, the results regarding FSSB should be interpreted with necessary prudence, as a result of the substantial item reduction and the absence of a formal back-translation procedure. The dimensional stability of the FSSB measure among Chinese female employees should be further investigated, and a more rigorous translation and back-translation procedure should be implemented in future research.

Employee Performance: Tsui (1997) and Chen (2002) characterize employee performance as the proficiency with which an individual carries out job responsibilities, including task execution, work quality, and goal attainment [33], [34]. This research employs a scale based on their studies to evaluate the performance of female employees. Initially, six items were employed to assess employee performance, including task completion, work quality, goal attainment, and overall contribution. The final five-item measure was the consequence of the removal of one item during the CFA, as its standardized factor loading did not meet the required criterion.

4.4 Statistical analysis

Data analysis was conducted using SPSS and AMOS 21.0. Descriptive statistics were first used to summarize the demographic characteristics of the respondents. Data normality was assessed using skewness and kurtosis before conducting structural equation modeling (SEM).

Model fit was evaluated using multiple goodness-of-fit indices, including the

chi-square to degrees-of-freedom ratio (CMIN/df), Comparative Fit Index (CFI), Goodness-of-Fit Index (GFI), and Root Mean Square Error of Approximation (RMSEA). Values of CMIN/df below 3.00, CFI and GFI above 0.90, and RMSEA below 0.08 were considered indicative of acceptable model fit.

Upon validation of the measurement model, the structural model was assessed to investigate the proposed relationships between employee performance, family-supportive supervisor behaviors, and work-family conflict. The direct associations were evaluated using standardized path coefficients and their corresponding significance levels. The significance of the indirect effect was assessed using 5,000 bootstrap resamples with 95% bias-corrected confidence intervals. The direct and indirect effects reported in the structural and mediation analyses are standardized estimates.

In AMOS, WFC was specified as a higher-order formative construct comprising three first-order latent dimensions: time-based conflict (TC), strain-based conflict (SC), and behavior-based conflict (BC). Each first-order dimension was reflectively measured by five observed items. Consistent with the formative specification, the structural paths were directed from TC, SC, and BC to WFC, indicating that the three dimensions jointly form the higher-order construct rather than function as reflective indicators of an underlying WFC factor. Accordingly, WFC was not directly measured by reflective items. To set the scale of the higher-order WFC construct and achieve model identification, the unstandardized TC to WFC path was fixed to 1, and the disturbance variance of WFC was fixed to 0. The coefficients reported for the paths from TC, SC, and BC to WFC in the structural model are standardized estimates. WFC was subsequently incorporated into the structural model and linked to FSSB and employee performance through the specified structural paths.

5. Results

5.1 Demographic Characteristics

Table 1 illustrates that the sample encompassed a diverse array of ages, educational qualifications, job roles, organizational scales, and professional experiences. The majority of participants were 40 years old or younger, with 64.27% being married. Entry-level workers constituted the predominant occupational category at 60.49%, although 47.26% indicated they worked eight hours daily. Of the married and divorced participants ($N = 348$), 90.52% said that they had offspring.

Table 1. Demographic Characteristics.

Variables		Number	Percentage
Age	Less than 25	144	27.22%
	26-30	150	28.36%
	31-40	185	34.97%
	41-50	38	7.18%
	Above 50	12	2.27%
Education	High school or less	116	21.93%
	Bachelor's degree	249	47.07%
	Master's degree	154	29.11%
	Doctorate	10	1.89%
Marital Status	Married	340	64.27%
	Not Married	181	34.22%
	Divorce	8	1.51%

Continued table:

Variables		Number	Percentage
Husband working	Full time	327	96.18%
	Part-time	9	2.65%
	Sick	2	0.59%
	Unemployed	2	0.59%
Number of households	1 household (only my family)	305	57.66%
	2 households	224	42.34%
Has children	Yes	315	90.52%
	No	33	9.48%
Job Position	Entry-level employee	320	60.49%
	Middle management	141	26.65%
	Senior management	20	3.78%
	Others	48	9.07%
Nature of company	Manufacturing	61	11.53%
	Construction	18	3.40%
	Service	182	34.40%
	Agriculture	58	10.96%
	Others	210	39.70%
Company Type	Private enterprise	310	58.60%
	State-owned enterprise	91	17.20%
	Public institution	75	14.18%
	Others	53	10.02%
Number of years working	1-3 years	186	35.16%
	4-6 years	130	24.57%
	7-10 years	130	24.57%
	Above 10 years	83	15.69%
Number of Employees in the Company	Less than 100	226	42.72%
	101 to 500	180	34.03%
	501 to 1000	77	14.56%
	Above 1000	46	8.70%
Work hours per day	8 hours	250	47.26%
	8-9 hours	193	36.48%
	9-10 hours	63	11.91%
	10-12 hours	18	3.40%
	Above 12 hours	5	0.95%

Note:

1. Husband working: Calculated only among married respondents ($N = 340$); percentages use this base.
2. Has children: Calculated only among married and divorced respondents ($N = 348$); percentages use this base.
3. Percentages may not total 100% due to rounding.

5.2 Normality statistics

Skewness and kurtosis were examined to assess data normality prior to SEM analysis. As shown in **Table 2**, the skewness and kurtosis values for all constructs were within the acceptable range of ± 3 [53], indicating no substantial deviation from normality.

Table 2. Descriptive Statistics.

Constructs	Range	Mean	Std. Dev.	Skewness	Kurtosis
Time-based conflict	1-5	3.10	0.899	-0.077	-0.588
Strain-based conflict	1-5	2.97	0.846	-0.025	-0.475
Behavior-based conflict	1-5	3.11	0.825	-0.127	-0.543
Family-supportive supervisor behaviors	1-5	2.86	0.783	0.208	-0.168
Employee Performance	1-5	3.35	0.910	-0.280	-0.436

5.3 Discriminant validity

Discriminant validity was assessed using the heterotrait-monotrait ratio. As shown in **Table 3**, all HTMT values ranged from 0.37 to 0.84 and were below the recommended threshold of 0.85, indicating satisfactory discriminant validity.

Table 3. Heterotrait–Monotrait Ratio.

Constructs	1	2	3	4	5
Time-based conflict	1				
Strain-based conflict	0.79	1			
Behavior-based conflict	0.84	0.80	1		
Family-supportive supervisor behaviors	0.53	0.53	0.54	1	
Employee Performance	0.37	0.37	0.45	0.59	1

5.4 Assessment of confirmatory factor analysis

During the confirmatory factor analysis, three items from the work-family conflict scale, eight items from the family-supportive supervisor behaviors scale, and one item from the employee performance scale were removed due to inadequate standardized factor loadings. Following item removal, all retained items exhibited factor loadings above 0.70, and the constructs demonstrated satisfactory CR and AVE values.

Although the retained FSSB items demonstrated satisfactory reliability and convergent validity, several items were removed during CFA. Future studies should further examine the dimensional stability of the family-supportive supervisor behaviors measure among Chinese female employees.

Figure 2 shows measurement model. The overall fit of the measurement model was assessed using multiple goodness-of-fit indices. The results indicated an acceptable model fit, with $CMIN/df = 2.117$, $RMSEA = 0.046$, $CFI = 0.941$, and $GFI = 0.921$. The $CMIN/df$ value was below the recommended threshold of 3.00, while both CFI and GFI exceeded 0.90. In addition, the RMSEA value was below 0.05, indicating a good fit. Overall, these results demonstrate that the measurement model adequately fits the observed data and provides an appropriate basis for subsequent structural model analysis.

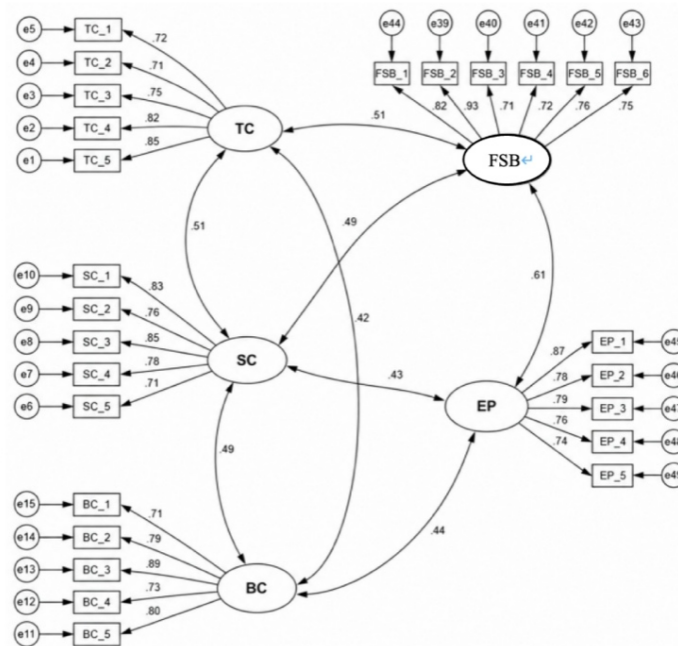


Figure 2. Measurement Model.

In this study, Average Variance Extracted (AVE) and Composite Reliability (CR) were utilized to evaluate the validity of the data. When the CR exceeds 0.6, it indicates a higher consistency among the measurement items. An AVE greater than 0.5 offers a better description of the characteristics of each research variable within the model [54]. **Table 4** shows that all constructs used in this investigation had CRs and AVEs surpassing the specified threshold.

Table 4. Construct Reliability (CR), and Average Variance Extracted (AVE) Evaluation.

Variables	Items	Measurement Path	Factor Loading
Time-based conflict	TC_1	Due to my professional obligations, I am unable to participate in certain familial events.	0.72
	TC_2	The limited time available for my employment hinders my ability to fulfill many home obligations, including household chores, meal preparation, and taking care of both the elderly and youngsters.	0.71
	TC_3	My professional obligations consume the time that I should allocate to socializing with my family and friends.	0.75
	TC_4	I dedicate an excessive amount of time to my family matters, which occasionally hinders my capacity to complete my professional obligations.	0.82
	TC_5	My family responsibilities consume the time that I should be dedicating to work or job-related tasks.	0.85
	Composite reliability (CR)		0.88
Strain-based conflict	Average variance extraction (AVE)		0.596
	SC_1	Upon returning home from work, I frequently find myself incapable of doing any tasks for my family due to the overwhelming emotional exhaustion caused by my job.	0.83
	SC_2	As a result of the various stresses encountered at work, there are occasions when, despite being at home and attempting to relax, I find myself lacking the desire to engage in activities that I often like.	0.76
	SC_3	Upon returning home from work, I frequently experience such profound fatigue that I lack the will to engage in family activities or perform domestic tasks.	0.85

Continued table:

Variables	Items	Measurement Path	Factor Loading
Behavior-based conflict	SC_4	The stress and apprehension stemming from my familial circumstances can impact my professional productivity.	0.78
	SC_5	As a result of the familial expectations placed upon me, thoughts of my family frequently occupy my mind while I am at work.	0.71
	Composite reliability (CR)		0.891
	Average variance extraction (AVE)		0.62
	BC_1	The problem-solving techniques I employ in my professional setting do not effectively translate to my personal life.	0.71
	BC_2	The strategies employed to address issues in the workplace are ineffective when it comes to resolving my familial difficulties.	0.79
	BC_3	The strategies I implement in my professional life do not contribute to my ability to be a competent parent or partner.	0.89
	BC_4	The strategies that are effective for me in my personal residence are not effective in my professional workplace.	0.73
	BC_5	The strategies employed to address familial issues proved to be ineffective in resolving my work-related difficulties.	0.8
	Composite reliability (CR)		0.89
family-supportive supervisor behaviors	Average variance extraction (AVE)		0.619
	FSB_1	I feel at ease discussing work-life difficulties with my boss.	0.82
	FSB_2	My supervisor dedicates time to comprehend my individual requirements.	0.93
	FSB_3	If necessary, I can utilize my supervisor's assistance to alleviate schedule difficulties.	0.71
	FSB_4	My supervisor has the capability to efficiently assist employees in resolving work-life problems.	0.72
	FSB_5	My supervisor demonstrates improved conduct in managing work-life interactions.	0.76
	FSB_6	My supervisor actively solicits ideas from others in order to facilitate an effortless work-life balance for employees.	0.75
	Composite reliability (CR)		0.905
	Average variance extraction (AVE)		0.617
Employee Performance	EP_1	I can fully complete the assigned tasks.	0.87
	EP_2	I can fulfill the responsibilities outlined in my job description.	0.78
	EP_3	I can accomplish the tasks expected of me by my organization.	0.79
	EP_4	I can meet the performance requirements set for my position.	0.76
	EP_5	I engage in work that directly impacts performance evaluations.	0.74
	Composite reliability (CR)		0.892
	Average variance extraction (AVE)		0.623

As shown in **Table 4**, the CR values ranged from.880 to.905, exceeding the recommended threshold of.70, while the AVE values ranged from.596 to.623, exceeding the recommended threshold of.50. These results indicate satisfactory composite reliability and convergent validity.

5.5 Assessment of structural model

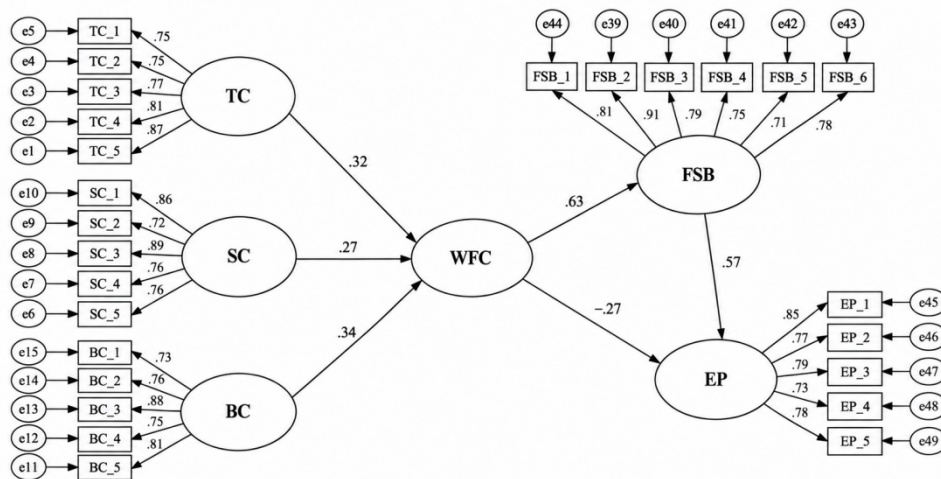


Figure 3. Structural Model.

Following validation of the measurement model, the structural model was assessed to test the hypothesized relationships. The results are presented in **Figure 3** and **Table 5**.

H1 was supported by the significant and negative association between work-family conflict and employee performance ($\beta = -.27$, $z = -3.276$, $p = .001$). Time-based conflict ($\beta = .32$, $z = 4.183$, $p < .001$), strain-based conflict ($\beta = .27$, $z = 3.859$, $p < .001$), and behavior-based conflict ($\beta = .34$, $z = 4.364$, $p < .001$) were all significantly and positively associated with overall work-family conflict, supporting H1a–H1c. H2 was supported by the significant and positive association between employee performance and family-supportive supervisor behaviors ($\beta = .57$, $z = 6.316$, $p < .001$). Work-family conflict was also significantly and positively associated with family-supportive supervisor behaviors ($\beta = .63$, $z = 6.758$, $p < .001$), supporting H3. Overall, all hypothesized direct associations were statistically significant and supported.

Table 5. Structural Model Results.

Hypothesis	β	z-value	P-value	Results
H1: Work-Family Conflict – > Employee Performance	-.27	-3.276	.001	Supported
H1a: Time-based conflict – > Work-Family Conflict	.32	4.183	< .001	Supported
H1b: Strain-based conflict – > Work-Family Conflict	.27	3.859	< .001	Supported
H1c: Behavior-based conflict – > Work-Family Conflict	.34	4.364	< .001	Supported
H2: Family-supportive supervisor behaviors – > Employee Performance	.57	6.316	< .001	Supported
H3: Work-Family Conflict – > Family-supportive supervisor behaviors	.63	6.758	< .001	Supported

5.6 Assessment of mediating effect

The mediating role of family-supportive supervisor behaviors in the association between work-family conflict and employee performance was examined using bootstrapping. As shown in **Table 6**, the standardized indirect effect of WFC on employee performance through FSSB was .36 (95% bias-corrected bootstrap CI

[.255,.389], $p < .001$), based on 5,000 bootstrap resamples. Because the confidence interval did not include zero, the indirect association was statistically supported, providing support for Hypothesis 4 (H4).

Meanwhile, the direct association between work-family conflict and employee performance remained significant and negative ($\beta = -.27$, $p = .001$). Thus, the direct and indirect associations were both statistically significant but opposite in direction: work-family conflict was negatively associated with employee performance directly, whereas its indirect association through family-supportive supervisor behaviors was positive. This pattern is consistent with inconsistent (competitive) mediation as described by Zhao et al. (2010) [55]. Accordingly, FSSB may represent a supportive pathway associated with a partial counterbalancing of the negative direct association between work-family conflict and employee performance. Given the cross-sectional design, however, this mediation pattern should be interpreted as a statistically supported indirect association rather than evidence of a definitive causal or temporal process.

Table 6. Assessment of mediating effect.

Hypothesis	Indirect Effect	95% Bootstrap CI	p-value	Conclusion
H4: WFC $\rightarrow$ FSSB $\rightarrow$ EP	0.36	[0.255, 0.389]	$< .001$	Supported

6. Discussion

The present study examined the associations among work-family conflict, family-supportive supervisor behaviors, and employee performance among female employees in Guangdong Province, China. The findings indicate that work-family conflict has a significant negative direct association with employee performance, whereas its indirect association with employee performance through family-supportive supervisor behaviors is positive. Time-based, strain-based, and behavior-based conflicts are also positively associated with overall work-family conflict. These findings provide further insight into how competing work and family demands and perceived supervisory support are related to the work outcomes of female employees in the Chinese context.

The negative direct association between work-family conflict and employee performance is consistent with Conservation of Resources Theory. Managing competing work and family demands requires employees to invest finite resources, including time, energy, and emotional capacity. When these demands become difficult to reconcile, fewer resources may remain available for fulfilling work responsibilities. This issue may be particularly salient for Chinese female employees because traditional gender-role expectations continue to place substantial family and caregiving responsibilities on women while they are simultaneously expected to meet workplace demands. The findings therefore suggest that work-family conflict should not be viewed solely as an individual difficulty in managing multiple roles, but also as an issue embedded within broader work and family expectations.

All three dimensions of conflict were positively associated with overall work-family conflict, with behavior-based conflict showing the strongest association. This finding deserves particular attention. Time-based and strain-based conflict primarily reflect competition for time and the spillover of psychological strain, whereas behavior-based conflict concerns incompatibility between behavioral expectations across work and family roles. Female employees may be required to demonstrate efficiency, assertiveness, emotional control, or task orientation at work while simultaneously being expected to display greater emotional availability, responsiveness, and caregiving involvement within the family. Switching between these different roles' expectations may be particularly difficult because it requires

not only reallocating time or recovering from strain but also adjusting patterns of behavior across domains. In the Chinese context, where family-role expectations for women may remain relatively salient, such incompatibility may help explain why behavior-based conflict exhibited the strongest association with overall work-family conflict. Nevertheless, the relative strength of these dimensions should be interpreted within the present sample rather than assumed to apply uniformly across occupations, organizational levels, or family situations.

Family-supportive supervisor behaviors were positively associated with employee performance, supporting the relevance of both COR Theory and Social Exchange Theory. From a resource perspective, emotional understanding, flexibility, and instrumental assistance from supervisors represent workplace resources that may help employees manage competing demands and preserve resources for their work roles. From a social exchange perspective, employees who perceive their supervisors as supportive of their work-family needs may develop more positive exchange relationships and respond with greater engagement and work effort. For HRM practice, this finding also suggests that supervisory support should not be regarded merely as an informal interpersonal gesture; rather, it represents an organizationally relevant resource that may be associated with employees' capacity to maintain performance while managing responsibilities outside work.

The positive association between work-family conflict and perceived family-supportive supervisor behaviors is particularly noteworthy. One possible interpretation is that employees experiencing greater work-family difficulties have stronger support needs and may therefore be more likely to seek, notice, or report family-supportive behaviors from their supervisors. This interpretation may be especially relevant in the Chinese context, where interpersonal relationships and relational support can play an important role in workplace interactions. When work and family demands become more salient, supervisory support may likewise become more salient to employees. In this sense, the positive association may reflect the importance of supportive resources under conditions of greater work-family strain rather than indicating that work-family conflict itself produces supportive supervisory behavior.

At the same time, this relationship should be interpreted cautiously. Because work-family conflict and FSSB were measured at the same point in time and reported by the same respondents, the present study cannot establish their temporal ordering. An alternative interpretation is that employees who perceive different levels of family-supportive supervision may also experience or report work-family conflict differently. Thus, the observed positive relationship should primarily be understood as an association rather than evidence that greater work-family conflict causes supervisors to provide more support. Longitudinal or time-lagged research would be valuable for determining whether work-family difficulties precede changes in perceived supervisory support, whether supervisory support shapes subsequent work-family experiences, or whether the relationship is reciprocal.

The mediation results further showed that FSSB was significantly involved in the association between work-family conflict and employee performance. Specifically, the indirect association through FSSB was positive and significant, whereas the direct association between work-family conflict and employee performance remained negative. This competitive mediation pattern suggests that perceived family-supportive supervision may represent a supportive pathway that partially counterbalances the negative direct association between work-family conflict and performance. From a COR perspective, this finding highlights the coexistence of resource depletion associated with work-family conflict and supportive workplace resources associated with FSSB. From a Social Exchange perspective, perceived supervisory support may also be associated with positive employee responses that help sustain performance. Nevertheless, given the

cross-sectional design, this pattern should be interpreted as an indirect association rather than evidence of a causal compensatory process.

Taken together, these findings suggest that the work-family experiences of female employees reflect an interplay between resource demands and supportive workplace relationships. COR Theory helps explain why competing role demands are associated with poorer work outcomes and why supervisory support constitutes a potentially valuable resource, while Social Exchange Theory helps explain why perceived support may be associated with positive employee responses. Importantly, the findings also indicate that these relationships should be understood within their specific social and organizational context. The sample included women from different industries, organizational types, and occupational levels in Guangdong Province, and work-family demands and access to supportive supervision may differ across these settings. Future research should therefore examine whether the observed relationships vary according to occupational level, organizational context, marital or parental status, and region.

7. Implications of the Study

7.1 Theoretical Implications

This study presents several theoretical enhancements to the existing literature on work-family conflict and employee performance. Firstly, it expands the Conservation of Resources Theory by demonstrating that work-family conflict and family-supportive supervisor behaviors are distinct yet interconnected resource dynamics. Work-family conflict is associated with demands on employees' time, energy, and cognitive resources, whereas supportive actions from supervisors may provide compensating resources that help employees reconcile conflicting role demands and sustain performance. The competitive mediation pattern identified in this study suggests that resource depletion and resource recovery may occur simultaneously, while managerial support may partially counterbalance the negative direct association between work-family conflict and employee performance.

Secondly, the findings extend Social Exchange Theory by clarifying the relational dynamics through which supervisory assistance is associated with employee performance. When employees perceive supervisors as responsive to their work-family needs, such support may be associated with stronger reciprocal relationships and greater engagement, commitment, and work effort.

This study finally expands these theoretical perspectives to include Chinese female employees, whose occupational and household experiences are shaped by cultural and gender-role expectations. By integrating COR Theory and Social Exchange Theory within this framework, the study demonstrates that employee performance in the context of work-family conflict reflects both resource interactions and relational exchange processes. This contextual perspective enhances comprehension of the connections between supervisory support, employee performance, and work-family conflict.

7.2 Practical Implications

The results have numerous practical implications for HRM. Initially, organizations should enhance the family-supportive capabilities of supervisors by providing targeted training. This training should include the recognition of employees' work-family requirements, the provision of emotional and instrumental support, and the appropriate communication of family-related difficulties. HR departments should also establish explicit procedures for flexible work arrangements, including temporary work modifications, shift adjustments, and flexible scheduling, when job circumstances permit. Employees can more consistently access these arrangements by adhering to clear eligibility and approval procedures, rather than relying solely on the discretion of individual supervisors.

Secondly, managerial responsibilities and evaluation systems should integrate

family-supportive supervision. To enhance managerial accountability, organizations may incorporate competencies related to FSSB into their leadership assessment and employee feedback. Simultaneously, HR departments should ensure that employees who legitimately use family-friendly arrangements are not disadvantaged in performance evaluations, promotion, or development opportunities. Potential flexibility stigma can be mitigated through transparent evaluation criteria and consistent implementation, which may be especially critical for female employees who are juggling competing work and family responsibilities. Ultimately, a more systematic HRM approach to supporting employees' work-family requirements can be achieved by incorporating supervisor training, accessible flexible work practices, managerial accountability, and career safeguards.

8. Limitations and Recommendations

This study has several limitations. First, the cross-sectional and self-reported nature of the data limits the ability to establish temporal ordering or causal relationships among the study variables. In particular, although the proposed model specifies an association between work-family conflict and FSSB, alternative directional relationships remain possible. Future research could employ longitudinal, time-lagged, or multisource designs to clarify the directionality of these relationships and reduce potential common method concerns.

Second, the FSSB measure was translated using a machine-assisted approach without formal back-translation, and eight of the original 14 items were removed during CFA. Although the retained items demonstrated satisfactory reliability and convergent validity and represented all four conceptual dimensions, these modifications may affect the measurement equivalence and dimensional stability of the construct. Future research should employ rigorous translation and back-translation procedures and further validate the FSSB measure in the Chinese context.

Finally, the generalizability of the findings should be considered with caution. The study focused exclusively on female employees in Guangdong Province and employed purposive sampling. Although the sample covered different industries, organizational types, and occupational levels, the findings may not fully represent female employees in other regions or occupational contexts. Future research could use more geographically diverse or probability-based samples and examine differences across occupations, organizational levels, family situations, and regions of China.

9. Conclusion

This study examined the relationships among work-family conflict, family-supportive supervisor behaviors, and employee performance among female employees in Guangdong Province, China. The findings indicate that work-family conflict has a significant negative direct association with employee performance, while time-based, strain-based, and behavior-based conflict are positively associated with overall work-family conflict. Family-supportive supervisor behaviors are positively associated with employee performance and represent an important organizational resource for employees managing competing work and family responsibilities. Drawing on Conservation of Resources Theory and Social Exchange Theory, the study highlights the relevance of both resource demands and supportive workplace relationships in understanding female employees' work outcomes. The findings also underscore the importance of considering cultural and gender-related contexts when examining work-family experiences.

The results also indicate a significant positive indirect association between work-family conflict and employee performance through FSSB, alongside a negative direct association, reflecting a competitive mediation pattern.

Author contributions: Conceptualization, Li Shuzhao and Dayang Affizzah binti Awang Marikan; methodology, Muhammad Farhan Jalil and Li Shuzhao; software, Li Shuzhao and Muhammad Farhan Jalil; formal analysis, Li Shuzhao and Muhammad Farhan Jalil; investigation, Li Shuzhao; data curation, Li Shuzhao; visualization, Li Shuzhao; writing—original draft preparation, Li Shuzhao; writing—review and editing, Li Shuzhao and Dayang Affizzah binti Awang Marikan; supervision, Dayang Affizzah binti Awang Marikan; project administration, Dayang Affizzah binti Awang Marikan and Muhammad Farhan Jalil. All authors have read and agreed to the published version of the manuscript.

Funding: The authors received no financial support for the research, authorship and/or publication of this article.

Ethical approval: This study was reviewed and approved by the Ethics Committee of Universiti Malaysia Sarawak (Approval No.: UNIMAS-EC-2024/R03). Written informed consent was obtained electronically from all participants prior to participation. All procedures were conducted in accordance with relevant institutional guidelines and international ethical standards.

Although the data were collected from participants in China, the study involved an anonymous questionnaire survey with adult participants, posed minimal risk, and did not include sensitive personal data. Such survey-based research in the field of social sciences is generally not subject to mandatory institutional ethical review in this context.

Informed consent statement: Informed consent was obtained from all participants involved in the study.

Data availability statement: The data supporting the findings of this study are available from the corresponding author upon reasonable request. The data are not publicly available due to privacy and confidentiality considerations involving human participants.

Acknowledgments: We would like to express our sincere gratitude to Universiti Malaysia Sarawak (UNIMAS) for their invaluable support and provision of research facilities throughout the course of this study. The access to these facilities played a pivotal role in the successful execution of our research, and we are deeply appreciative of the university's commitment to fostering an environment conducive to academic and scientific exploration.

Conflict of interest: The authors declare no competing interests.

References

- [1] M. Hundera and H. L. M. Mudde, 'A comprehensive analysis of gender dynamics in organizations: Integrating social, structural and individual dimensions', *Eur. J. Educ.*, vol. 59, no. 4, Dec. 2024, <https://doi.org/10.1111/ejed.12722>.
- [2] H. Horta and L. Tang, 'Male and female academics' gendered perceptions of academic work and career progression in China', *Higher Education Quarterly*, vol. 77, no. 3, pp. 515–536, Jul. 2023, <https://doi.org/10.1111/hequ.12419>.
- [3] Deloitte, 'Women @ Work', 2021.
- [4] S. E. Hobfoll, 'Conservation of resource caravans and engaged settings', *J. Occup. Organ. Psychol.*, vol. 84, no. 1, pp. 116–122, Mar. 2011, <https://doi.org/10.1111/j.2044-8325.2010.02016.x>.
- [5] S. E. Hobfoll, 'Conservation of resources: A new attempt at conceptualizing stress.', *American Psychologist*, vol. 44, no. 3, pp. 513–524, 1989, <https://doi.org/10.1037/0003-066X.44.3.513>.
- [6] S. E. Hobfoll, 'The Influence of Culture, Community, and the Nested-Self in the Stress Process: Advancing Conservation of Resources Theory', *Applied Psychology*, vol. 50, no. 3, pp. 337–421, Jul. 2001, <https://doi.org/10.1111/1464-0597.00062>.
- [7] S. E. Hobfoll, 'Social and Psychological Resources and Adaptation', *Review of General Psychology*, vol. 6, no. 4, pp. 307–324, Dec. 2002, <https://doi.org/10.1037/1089-2680.6.4.307>.
- [8] A. T. Bon and A. M. Shire, 'Review of Conservation of Resources Theory in Job Demands and Resources Model', *International Journal of Global Optimization and Its Application*, vol. 1, no. 4, pp. 236–248, Dec. 2022, <https://doi.org/10.56225/ijgoia.v1i4.102>.
- [9] H. Egozi Farkash, M. Lahad, S. E. Hobfoll, D. Leykin, and L. Aharonson-Daniel, 'Conservation of Resources, Psychological Distress, and Resilience During the COVID-19 Pandemic', *Int. J. Public Health*, vol. 67, Aug. 2022, <https://doi.org/10.3389/ijph.2022.1604567>.
- [10] H. LIAO, L. HUANG, and B. HU, 'Conservation of resources theory in the organizational behavior context: Theoretical evolution and challenges', *Advances in Psychological Science*, vol. 30, no. 2, pp. 449–463, Feb. 2022, <https://doi.org/10.3724/sp.j.1042.2022.00449>.

- [11] Muh. Ikram, H. R. Lumban Batu, W. Hary Susilo, and W. Pratiwi, 'THE EXAMINATION OF FLEXIBLE WORK ARRANGEMENTS, RECENT TECHNOLOGICAL INNOVATIONS, AND THEIR EFFECTS ON EMPLOYEE PERFORMANCE IS LARGELY GUIDED BY THE CONSERVATION OF RESOURCES (COR) THEORY', *International Journal of Education, Business and Economics Research*, vol. 05, no. 03, pp. 437–455, 2025, <https://doi.org/10.59822/ijeber.2025.5323>.
- [12] H. Ria Tama et al., 'The Leverage of Psychological Capital: A Conservation of Resources Theory Perspective', *Economic and Business Horizon*, no. 2963–2765, pp. 279–290, May 2025, doi: <https://doi.org/10.54518/ebh.4.2.2025.640>.
- [13] P. M. Blau, *Exchange and Power in Social Life*. Routledge, 1986. <https://doi.org/10.4324/9780203792643>.
- [14] A. W. Gouldner, 'The Norm of Reciprocity: A Preliminary Statement', *Am. Sociol. Rev.*, vol. 25, no. 2, p. 161, Apr. 1960, <https://doi.org/10.2307/2092623>.
- [15] B. V. Kumar and N. Shailaja, 'Social exchange theory: Exploring reciprocity, equity, and relationship management in diverse contexts', *International Journal for Multidisciplinary Research*, vol. 6, no. 6, Dec. 2024, doi: <https://doi.org/10.36948/ijfmr.2024.v06i06.32850>.
- [16] R. Cropanzano and M. S. Mitchell, 'Social Exchange Theory: An Interdisciplinary Review', *J. Manage.*, vol. 31, no. 6, pp. 874–900, Dec. 2005, <https://doi.org/10.1177/0149206305279602>.
- [17] R. Ahmad, M. R. Nawaz, M. I. Ishaq, M. M. Khan, and H. A. Ashraf, 'Social exchange theory: Systematic review and future directions', Jan. 12, 2023, *Frontiers Media S.A.* <https://doi.org/10.3389/fpsyg.2022.1015921>.
- [18] J. H. Greenhaus and N. J. Beutell, 'Sources of Conflict Between Work and Family Roles ', *Academy of Management Review*, vol. 10, no. 1, pp. 76–88, Jan. 1985, <https://doi.org/10.5465/amr.1985.4277352>.
- [19] M. R. Frone, M. Russell, and M. L. Cooper, 'Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface.', *Journal of Applied Psychology*, vol. 77, no. 1, pp. 65–78, 1992, <https://doi.org/10.1037/0021-9010.77.1.65>.
- [20] J. R. Edwards and N. P. Rothbard, 'Mechanisms Linking Work and Family: Clarifying the Relationship Between Work and Family Constructs', *Academy of Management Review*, vol. 25, no. 1, pp. 178–199, Jan. 2000, <https://doi.org/10.5465/amr.2000.2791609>.
- [21] R. Burke and E. Greenglass, 'Work and family.', *Can. Nurse*, vol. 96, pp. 20–23, Nov. 2000.
- [22] M. S. Rahman and M. I. Hossain, 'Factors Affecting Work-Family Conflict: A Quantitative Approach', *Journal of Knowledge Management Practice*, vol. 25, no. 3, May 2025, <https://doi.org/10.62477/jkmp.v25i3.522>.
- [23] K. A. French, T. D. Allen, and K. E. Kidwell, 'When does work-family conflict occur?', *J. Vocat. Behav.*, vol. 136, p. 103727, Aug. 2022, <https://doi.org/10.1016/j.jvb.2022.103727>.
- [24] D. Song, J. Zhao, H. Wu, and X. Ji, 'The impact of work-family conflict on job burnout among community social workers in China', *PLoS One*, vol. 20, no. 3, p. e0301614, Mar. 2025, <https://doi.org/10.1371/journal.pone.0301614>.
- [25] Z. Hosseini, M. Yarelahi, S. F. Rahimi, and F. Salmani, 'Investigating the Factors Related to Work-Family Conflicts Experienced by Working Women: A Systematic Review', *Health Scope*, vol. 12, no. 1, Jan. 2023, <https://doi.org/10.5812/jhealthscope-129738>.
- [26] L. T. Thomas and D. C. Ganster, 'Impact of family-supportive work variables on work-family conflict and strain: A control perspective.', *Journal of Applied Psychology*, vol. 80, no. 1, pp. 6–15, Feb. 1995, <https://doi.org/10.1037/0021-9010.80.1.6>.
- [27] S. C. Clark, 'Work Cultures and Work/Family Balance', *J. Vocat. Behav.*, vol. 58, no. 3, pp. 348–365, Jun. 2001, <https://doi.org/10.1006/jvbe.2000.1759>.
- [28] L. B. Hammer, E. E. Kossek, N. L. Yragui, T. E. Bodner, and G. C. Hanson, 'Development and Validation of a Multidimensional Measure of Family Supportive Supervisor Behaviors (FSSB)', *J. Manage.*, vol. 35, no. 4, pp. 837–856, Aug. 2009, <https://doi.org/10.1177/0149206308328510>.
- [29] Y. Guo, S. Wang, Y. Rofcanin, and M. Las Heras, 'A meta-analytic review of family supportive supervisor behaviors (FSSBs): Work-family related antecedents, outcomes, and a theory-driven comparison of two mediating mechanisms', *J. Vocat. Behav.*, vol. 151, p. 103988, Jun. 2024, <https://doi.org/10.1016/j.jvb.2024.103988>.
- [30] C. Ererdi et al., 'Family-supportive supervisor behaviours: The role of relational resources in work and home domains', *European Management Review*, vol. 21, no. 1, pp. 220–236, Mar. 2024, <https://doi.org/10.1111/emre.12576>.
- [31] C. Fan, C. Ye, L. Zhang, and Y. Gong, 'The Impact of Family Supportive Supervisor Behavior on Employees' Proactive Behavior: A Cognitive and Affective Integration Perspective', *Sustainability*, vol. 15, no. 17, p. 12739, Aug. 2023, <https://doi.org/10.3390/su151712739>.
- [32] C. Li, X. Meng, Y. Xu, and Y. Lan, 'Effects of family supportive supervisor behavior on employee outcomes and mediating mechanisms: A meta-analysis', *Acta Psychologica Sinica*, vol. 55, no. 2, pp. 257–271, Feb. 2023, <https://doi.org/10.3724/SP.J.1041.2023.00257>.
- [33] A. S. Tsui, J. L. Pearce, L. W. Porter, and A. M. Tripoli, 'Alternative Approaches to the Employee-Organization Relationship: Does Investment in Employees Pay Off?', *Academy of Management Journal*, vol. 40, no. 5, pp. 1089–1121, Oct. 1997, <https://doi.org/10.5465/256928>.
- [34] Z. X. Chen, A. S. Tsui, and J. L. Farh, 'Loyalty to supervisor vs. organizational commitment: Relationships to employee performance in China', *J. Occup. Organ. Psychol.*, vol. 75, no. 3, pp. 339–356, Sep. 2002, <https://doi.org/10.1348/096317902320369749>.
- [35] J. A. Carpiní, A. Luksyte, S. K. Parker, and C. G. Collins, 'Can a familiar gender stereotype create a not-so-familiar benefit for women? Evidence of gendered differences in ascribed stereotypes and effects of team member adaptivity on performance evaluations', *J. Organ. Behav.*, vol. 44, no. 4, pp. 590–605, May 2023, <https://doi.org/10.1002/job.2702>.
- [36] R. C. Banumathi and D. Vennila, 'Discrimination Based on Gender and How It Affects Employee Performance', *NMIMS Management Review*, vol. 32, no. 1, pp. 21–31, Mar. 2024, <https://doi.org/10.1177/09711023241260518>.

- [37] M. Mohamed Elsaywy and M. Ahmed Elbadawe, 'The Impact of Gender-Based Human Resource Practices on Employee Performance: An Empirical Analysis', *International Journal of Business and Management*, vol. 17, no. 6, p. 1, May 2022, <https://doi.org/10.5539/ijbm.v17n6p1>.
- [38] I. C. Utami and F. P. Sary, 'Analyzing the Effect of Dual Role Conflict and Work Stress on Female Employee Performance Using SEM in Bandung Regency', *Jurnal Locus Penelitian dan Pengabdian*, vol. 4, no. 5, May 2025, <https://doi.org/10.58344/locus.v4i5.4071>.
- [39] S. Shi, Y. Chen, and C. M. K. Cheung, 'How technostressors influence job and family satisfaction: Exploring the role of work-family conflict', *Information Systems Journal*, vol. 33, no. 4, pp. 953–985, Jul. 2023, <https://doi.org/10.1111/isj.12431>.
- [40] C. Aoyagi and A. Munro, 'Guilt, gender, and work-life balance: A choice experiment', *Journal of Choice Modelling*, vol. 50, Mar. 2024, <https://doi.org/10.1016/j.jocm.2023.100464>.
- [41] R. Rahmadhani and I. G. M. Suwandana, 'The Influence Of Workload On Work Stress With Work-Family Conflict As Mediation In Employees Of The Badung Regency Health Office', *Journal of Social Science (JoSS)*, vol. 4, no. 8, pp. 542–560, Aug. 2025, <https://doi.org/10.57185/joss.v4i8.493>.
- [42] A. K. M. M. H. Talukder, 'Supervisor Family Support and Job Performance: Effects of Demand, Conflict, Balance, and Attitude', 2022, pp. 207–227. <https://doi.org/10.1108/S1746-979120210000017016>.
- [43] M. Andrade and W.-T. Chen, 'Family Supportive Supervisor Behaviors: Employee Insights', *American Journal of Management*, vol. 25, no. 2, Apr. 2025, <https://doi.org/10.33423/ajm.v25i2.7589>.
- [44] R. MAHARANI and A. HAEBA RAMLI, 'The Roles of Family-Supportive Supervisor Behaviour, Work-Life Balance, Job Satisfaction, Motivation, and Job Performance Among Married Private Employees', *Journal of Human Resource Management - HR Advances and Developments*, vol. 2024, no. 1, pp. 39–54, Jun. 2024, <https://doi.org/10.46287/PKYK4429>.
- [45] Y. Kim, 'The Effect of family supportive supervisor behaviors on employees' performances', *Journal of Digital Convergence*, pp. 103–111, Jun. 2021, <https://doi.org/10.14400/JDC.2021.19.6.103>.
- [46] A. K. M. M. H. Talukder and M. C. Galang, 'Supervisor Support for Employee Performance in Australia: Mediating Role of Work-Life Balance, Job, and Life Attitude', *J. Employ. Couns.*, vol. 58, no. 1, pp. 2–22, Mar. 2021, <https://doi.org/10.1002/joec.12154>.
- [47] H. Jiang, 'The Mechanism of Family Supportive Supervisor Behavior Intervention Promotes Employees' Work Attitudes and Work Engagement', *Chinese Journal of Clinical Psychology*, vol. 33, no. 6, p. 2025, Jun. 2025, <https://doi.org/10.16128/j.cnki.1005-3611.2025.06.039>.
- [48] CHAO Gang, WAN Jiajia, WANG Lei, and CHANG Saichao, 'Research on the Influence Mechanism of the Strength of Traditional Cultural Training on Employees' Work Engagement', Aug. 2021. <https://doi.org/10.3969/j.issn.1672-884x.2021.08.006>.
- [49] Chen Xiaotong and Yuan Shengna, 'A Study on the Impact of Family Supervisor Support Behaviors on the Innovative Performance of Female Employees', *Leadership Science*, pp. 68–72, May 2021, doi: <https://doi.org/10.19572/j.cnki.lldkx.2021.10.018>.
- [50] N. Gull, M. Asghar, M. Bashir, X. Liu, and Z. Xiong, 'Does a family-supportive supervisor reduce the effect of work-family conflict on emotional exhaustion and turnover intentions? A moderated mediation model', *International Journal of Conflict Management*, vol. 34, no. 2, pp. 253–272, Mar. 2023, <https://doi.org/10.1108/IJCMA-03-2022-0046>.
- [51] M. Endaryanto and P. Astuti, 'Employee's Well Being dan Job Satisfaction : Tinjauan Peran Family Supportive Supervisor Behaviors dan Work-Family Conflict', *Journal of Management and Bussines (JOMB)*, vol. 6, no. 2, pp. 400–410, Mar. 2024, <https://doi.org/10.31539/jomb.v6i2.8201>.
- [52] WANG Ping and LIAN Qinyan, 'The Impact of Paradoxical Leadership on Creative Work Involvement: A Chain Intermediary Mode', *Journal of Zhejiang Sci-Tech University*, pp. 402–410, Apr. 2022, [https://doi.org/10.3969/j.issn.1673-3851\(s\).2022.04.005](https://doi.org/10.3969/j.issn.1673-3851(s).2022.04.005).
- [53] A. Ghasemi and S. Zahediasl, 'Normality Tests for Statistical Analysis: A Guide for Non-Statisticians', *Int. J. Endocrinol. Metab.*, vol. 10, no. 2, pp. 486–489, Dec. 2012, <https://doi.org/10.5812/ijem.3505>.
- [54] N. Shrestha, 'Factor Analysis as a Tool for Survey Analysis', *Am. J. Appl. Math. Stat.*, vol. 9, no. 1, pp. 4–11, Jan. 2021, <https://doi.org/10.12691/ajams-9-1-2>.
- [55] X. Zhao, J. G. Lynch, and Q. Chen, 'Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis', *Journal of Consumer Research*, vol. 37, no. 2, pp. 197–206, Aug. 2010, <https://doi.org/10.1086/651257>.