

The Moderating Role of Work-Family Conflict in The Effect of Perceived Social Support on Work and Life Satisfaction of Women Employees¹

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Kadın Çalışanlarda Algılanan Sosyal Desteğin İş ve Aileye Etkisinde İş-Aile Çatışmasının Düzenleyici Rolü²

Abstract

This research analyses perceived social support's moderating role on work-family life satisfaction and conflict among female employees during the pandemic (2020) in Gaziantep. Developed in industry and exports, Gaziantep has a high sector representation and employment rate. A survey was conducted in 3 companies with over 500 employees carrying out production/marketing activities in 4 different sectors to reach a sufficient sample size. The data obtained from 523 female employees were evaluated with SmartPLS programs, and the effect was observed. However, the moderator effect of the private friend dimension on both life satisfaction and job satisfaction could not be determined.

Keywords : Pandemic, Women Employees, Perceived Social Support, Work-Family Life Satisfaction, Work-Family Life Conflict, Smart PLS.

JEL Classification Codes : M12, M15, M10.

Öz

Bu araştırmanın amacı, Gaziantep'te pandemi döneminde (2020) kadın çalışanlarda algılanan sosyal desteğin, iş-aile yaşam doyumları ve iş-aile yaşam çatışması üzerindeki düzenleyici rolünü analiz etmektir. Sanayi ve ihracatta gelişmiş, Gaziantep'in sektör temsil oranı ve istihdam oranı yüksektir. Yeterli örneklem büyüklüğüne ulaşabilmek için 4 farklı sektörde üretim/pazarlama faaliyetleri yürüten 500 üzerinde çalışanı bulunan 3 firmada anket uygulanmış, 523 kadın çalışandan elde edilen veriler, SmartPLS programları ile değerlendirilmiş, kadın çalışanlarda aile desteğinin yaşam ve iş doyumunu üzerinde ve arkadaş desteğinin iş doyumunu üzerinde düzenleyici etkisinin olduğu görülmüştür. Ancak, özel arkadaş boyutunun hem yaşam doyumunu hem de iş doyumunu üzerinde düzenleyici etkisi tespit edilememiştir.

Anahtar Sözcükler : Pandemi, Kadın Çalışanlar, Algılanan Sosyal Destek, İş-Aile Yaşam Doyumu, İş-Aile Yaşam Çatışması, Smart PLS.

¹ This study is derived from the PhD dissertation "Moderating role of work-family life conflict and family-work life conflict of perceived social support of women employees on work and life satisfaction".

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1. Introduction

From the first to today's societies, women are actively involved in economic life inside and outside the home. In this process, while the woman prepares food and clothing for the family at home, she also engages in agricultural activities outside the home. In the process that started with globalisation, there are factors affecting female workforce participation in business life. These factors are generally listed as economic, social, cultural and legal reasons (Li & Wang, 2022; Gong et al., 2020). Due to these social and cultural reasons, structural transformations took place in the traditional roles of family members, social attitudes and orientations, and value judgments, and the first transformation emerged as a decrease in the number of individuals in the family. These transformations in the cultural and social structure did not abolish the family and its duties but only brought about transformations in the traditional form of the family. Thus, the conventional multi-person extended family type was replaced by the nuclear family consisting of parents and children. When the number of dependents of women decreased, more women started to work in a job (Fan & Potočník, 2021).

Moreover, women can be expected to undertake more household and childcare duties in countries where women's employment and gender equality are advocated (Tu et al., 2022; Hagqvist et al., 2017). Gender-based roles, which are the expected behaviour patterns from men and women, in other words, the rules determined by society, are the behaviour patterns individuals acquire afterwards and include various characteristics depending on the culture, time and family. Even if women want to gain economic independence and have a job and career, these are generally of secondary importance. They spend more time on home and family responsibilities than men (Gong et al., 2023; Bhasin, 2003).

Unlike men, the women who participate in the working life must continue their unpaid work due to their traditional roles, such as household chores and childcare. This causes women employees to participate in the working lifeless, to concentrate on specific occupations, to have limited opportunities for education and promotion, to work in low-status, low-paid jobs and consequently to become second-class labour (Gong et al., 2020; Uygur, 2018). It is argued that the family can be both a support and a source of conflict in societies where collectivist and patriarchal structures are still prevalent (Aycan et al., 2005; Özen & Uzun, 2005). Long working hours in business life and women's employment make women spend less time at home and fail to fulfil their family role responsibilities, which leads to work-family conflict. Similarly, family-work conflict occurs when family responsibilities debilitate the performance of the work role (Netemeyer et al., 2018).

In other words, the conflict between work and family life occurs on both sides, from work to family and from family to work. Work-to-family conflict arises from the distribution and amount of work time in business life and labour demands. On the other hand, family-to-work conflict is caused by demands such as time spent for the family, the number of children and the working time of the spouses. In some studies on this subject, it is observed that whether or not the social support system is supportive of social relations in general depends

on the individual's impressions, in other words, the perceived support (Friedman & Greenhaus, 2000; Triestman, 2004; İslamođlu & Yıldırımalt, 2014; Rose, 2017; Hagqvist et al., 2017).

In general, social support is defined as the help by an individual provided for another individual to make him/her feel good and to solve problems. On the other hand, perceived social support is defined as the support that individuals perceive to receive from their family, co-workers and friends outside of work. In the studies on this subject, it is observed that individuals perceive social support from their work environment, their superiors and subordinates, and this support, which is perceived in business life, impacts work satisfaction. However, social support is often regarded as a concept outside work life (Lindorff, 2001).

Life and work satisfaction is defined as the reflection of the bad and good memories of individuals in their lives and at the workplace, where they spend most of their lives with their friends and family. These two concepts, which are intertwined, give meaning to and complement each other, implying that the individuals reflect the effects of pleasant and unpleasant moments, which are experienced with their friends or family, on their work and life (Huang et al., 2023; Dikmen, 1995). Work satisfaction is often studied within the framework of the consequences of conflicts in the business world (Grandey et al., 2005). Such conflicts cause employees to experience stress and decrease work satisfaction and perception (Zhaoa & Namasiyayam, 2012).

Some studies on this subject have examined social support in one dimension, and some others in three dimensions: organisational support, manager support and co-worker support (Li & Wang, 2022; Popoola & Fagbola, 2023; Ellis et al., 2023; Çivilidađ, 2011; Kurt, 2013; Polatçı et al., 2014; Çavuş & Abdildaev, 2014; Atalay, 2017; Baş et al., 2019; Biçen & Koç 2019; Gökaslan & Kanad, 2020). However, no study has been found in which perceived social support for women employees is considered together with work-family life satisfaction and work-family life conflicts.

This study, in which the effects of these three dimensions are evaluated together, differs from similar studies. In this context, the study's primary purpose is to examine the moderating role of the perceived social support of women employees on work-family life and family-work-life conflict as well as work and life satisfaction. As a result of the study, it is observed that co-worker and family support, one of the sub-dimensions of the perceived social support in women employees, has a moderating role on work and life satisfaction and work satisfaction, respectively. Moreover, it is established that family-work conflict, work-family conflict and work-family conflict have a moderating effect on family and life satisfaction, family and work satisfaction, and co-worker and work satisfaction, respectively.

2. Conceptual Framework

2.1. Perceived Social Support

Social support is based on the assumption that individuals have such basic needs as being trusted, respected, loved, valued and cared for by their environment. Definitions may differ due to the emphasis on different dimensions of these needs. For example, Cobb (1976) made one of the oldest definitions of the concept, and social support was defined as the belief that individuals are loved and valued, and their well-being is considered necessary within the framework of mutual social obligation.

According to Johnson and Sarason (1979), social support is a network of relationships on which individuals can depend and the degree to which they benefit from social resources. According to House (1981), instrumental, informational, emotional, and appraisal support, and according to Sarason, Levine, Basham, and Sarason (1983), it is the presence and availability of people who can be trusted and who are known to value, care about and love us. Tardy (1985), on the other hand, suggests that social support is gathered under five headings, and it is essential to use them while defining the concept. These are a) receiving and giving social support- the direction; b) availability and usability of support resources- the tendency; c) definition and evaluation of support; d) content of support such as informational, emotional, instrumental and feedback support, and e) the support provided by different social groups- social network support.

Based on K. Lewin's field theory and behaviour definition, social support serves many functions. It is possible to list these functions as follows (Li & Wang, 2022):

- Giving emotional comfort to individuals by providing the services and materials they need.
- Guiding individuals to cope with their problems.
- Providing feedback to individuals so that they can improve their performance.
- Contributing to the adaptation and personal growth of individuals.
- Reducing the adverse effects of stress by establishing interpersonal connections in daily life and in times of crisis and need.

In recent studies, it is generally accepted that it depends on the individuals' experiences and perceived social support, defined as the support they perceive from the environment, whether or not the social support system supports social relations. It is acknowledged that individuals' spouses, parents, siblings, children and relatives are of great importance in the perception of social support, and the individuals' character traits are also significantly meaningful for the perception of social support (Kimberly et al., 2022; Bowling et al., 2005). Although social support is mainly considered a concept outside of work life, individuals perceive social support from their co-workers, superiors and subordinates, which affects life satisfaction (Molina, 2021; Lindorff, 2001).

2.2. Work Satisfaction

The concept of work satisfaction, which was first expressed in the 1920s and the importance of which was understood in the 1930s-40s, was discussed in Hoppock's (1935) study with the elements of work satisfaction and the relationships between performance and productivity. The work satisfaction levels of the working staff and the expectations of women and men employees from their work vary, and the work satisfaction levels differ significantly. Studies on this subject show that significant differences exist between male and female employees in terms of work satisfaction; women employees have a lower level of work satisfaction than male employees, and it is more meaningful, especially among employees with lower education levels. The study by Li & Wang (2022) determined that working remotely with flexible working hours causes more job satisfaction in women than men, which is more effective than reduced working hours. This is because male employees need more due to their social roles than women who do not work; male employees work in their current jobs because they cannot find a better alternative, even with low work satisfaction levels. Moreover, this is also attributed to the difference in work satisfaction levels and expectations of male and female employees, and the possibility of male employees being rewarded, promoted and empowered is higher considering the enterprises' advantages offered to their employees (Hwang & Kuo, 2006). Work-life compatibility was investigated during COVID-19 by applying an online survey in Spain conducted in the study; work-life harmony is seen as a luxury in good times. It has been stated that in bad times, it has become a necessity (Ortiz-Bonnin et al., 2023). Work satisfaction levels and expectations of working women in this regard may be higher than male employees, as the education levels and the opportunities offered to women employees in enterprises increase, and the work efficiency of men and women employees is evaluated based on fair criteria. In other words, expectations differentiate work satisfaction between men and women employees (Carlson et al., 2000).

2.3. Life Satisfaction

Life satisfaction is the result or status individuals obtain by comparing what they readily have to their expectations. Another definition refers to reaching the individual's positive evaluation of his life based on the criteria in which the individuals determine the perception of life standards according to the criteria they have established for themselves (Kimberly et al., 2022; Deniz, 2006). In other words, life satisfaction includes the individual's life, which involves the work-life and family-life dimensions rather than a situational assessment (Lin et al., 2020; Karaca & Dede, 2017).

It is generally recognised that an interaction between life satisfaction and work satisfaction exists, and life satisfaction is an important factor for the quality of life, while work satisfaction is considered an important factor for the quality of work life. The strong relationship between work and life satisfaction increases the quality of work life. Accordingly, dissatisfaction, disappointment, reluctance, and unhappiness in working life affect the general life of the employees and decrease their life satisfaction (Tongshuang et

al., 2020; Çeçen, 2008). While work-life satisfaction is defined as the satisfaction of the staff from the workplace, it is expressed as the awareness that an employee's job and earnings do not conflict with his needs and individual value judgments (Çevik & Korkmaz, 2014; Chen & Powell, 2012).

Work-life satisfaction is also defined as a positive and happy mood based on the employees' experiences at work. The harmony between individuals' pleasure and rewards from their work and their expectations emerges in different forms, including their attitude towards their work and the emotional reactions resulting from this attitude. While these definitions demonstrate to what extent the expectations of the employees' work satisfaction are met, the relative excess of these expectations increases the work-life satisfaction level. Work-life satisfaction expectations are often listed as wage, work itself, work safety, promotion, management style, organisational culture and stress. Failure to meet these expectations upsets life satisfaction when combined with demographic and personality-related individual, organisational, family-related, and socio-cultural factors (Clinton et al., 2020; Aşan & Erenler, 2008; Turgut, 2010). A study determined that Türkiye is one of the least egalitarian countries regarding gender equality among 16 European countries (Ollo-López & Goñi-Legaz, 2017). For example, in societies that adopt more traditional gender roles, such as in Türkiye, women are more likely to believe that home care and childcare are their responsibilities (Irak et al., 2020).

Therefore, the social support perceived by individuals, the support provided by the family, neighbours, relatives and friends in the solution of spiritual and financial problems enables individuals to overcome the difficulties of social life and makes life easier. Provided that this support is high, individuals will feel stronger, better, and happier and thus have a better quality of life, even if the difficulties continue to be of similar severity; however, when the perceived social support is low, it will have a negative impact on the life satisfaction of individuals. This negative contribution will cause work-life and family-life conflict (Tu et al., 2022).

2.4. Work-Family and Family Work-Life Conflict

Work-family conflict is defined as a state of tension or a form of intermediate role conflict that arises as a consequence of the pressure on the individuals who have two or more roles, in which the role demands that stem from the work and family life areas are not mutually compatible in some aspects, while those individuals seek to fulfil the requirements of these roles. In the few studies that have been conducted on this subject, it is observed that perceived social support has a positive and significant effect on the perception and resolution of the work-family conflict (Ortiz-Bonnin et al., 2023; Greenhaus & Beutell, 1985).

Individuals often adopt more than one role as they undertake different responsibilities and duties within the scope of two critical dimensions: family life and work life. It may not be possible for individuals to fulfil the roles they undertake in order and simultaneously.

Success or failure in performing roles affects the quality of the work-family relationship (Tongshuang et al., 2020; Özdevecioğlu & Doruk, 2009).

Conflict is the incompatibility of various roles in family and work life. The concept of work-family life conflict has entered the literature, and role conflict has been conceptually examined. It is maintained that if individuals assume more than one role, they experience stress and tension. It is tough for them to adapt to a new role when they have accommodated themselves to the role assigned to them by society, and this incompatibility is referred to as conflict (Moustaq et al., 2023; Efeoğlu, 2006).

In one definition, work-family life conflict is defined as the conflict between family and work role demands. In contrast, in another definition, it is stated as a process in which individuals hesitate over various interpretations when conflict occurs because family and work roles are demanded simultaneously. Attitudes of individuals, which are created in a place (such as a family home), are affected by negative or positive reactions in another area (such as work). Work-family conflict is also considered as harmful interference from individuals' family role to their work role or vice versa (Huang et al., 2023; Kolbaşı & Bağcı, 2019).

In some studies that investigate the effect of gender on work-family conflict, it is suggested that men experience less conflict than women and such family structural traits as the fact that the number of children of the employees is high. They are young, the spouses do not support each other, both spouses work, and the responsibility and care of children are performed by only one of the spouses, causing work-family life conflicts, which generally affects relationships negatively (Guttek et al., 1991).

3. Hypotheses

It is recognised in the literature that a close relationship between work satisfaction and motivation theories exists. Individuals' motivation and consequently obtaining pleasure or satisfaction from their work lie behind such theories as Blau's Social Exchange Theory, Locke's Expectancy Theory, Maslow's Hierarchy of Needs, Eisenberger's Organizational Support Theory, Vroom's Expectancy Theory, Herzberg's Double Hygiene Theory, Adams' Equity Theory, and Salancik and Pfeffer's Theory of Interpersonal Comparison (Ortiz-Bonnin et al., 2023; Ellis et al., 2023; Eğinli, 2009; Kanbur et al., 2017).

Studies have demonstrated that the co-worker dimension, one of the sub-dimensions of perceived social support, moderates work satisfaction. In the study of Polatçı et al. (2014), the antecedents of life and work satisfaction factors were studied, and it was observed that these factors affect work satisfaction positively. However, it is maintained that the life satisfaction of the temporary village guards is significantly affected by the perceived organisational support and commitment. The work satisfaction factor mediates this effect partly, and a significant and positive relationship exists between work and life satisfaction. In the study conducted by Ellis et al. (2023), it was seen that family support was effective in

accepting or rejecting the job offer of an adult. In their study, Sergeant and Abdildaev (2014) applied a questionnaire to 381 lecturers in 8 public higher education institutions in Bishkek, Kyrgyzstan. According to the obtained data, it is determined that the social support that the instructors perceive has a positive effect on work satisfaction, and the social support that they perceive from their colleagues and management is the highest in terms of work satisfaction factors.

From this point of view, the hypotheses of this research have been formed as follows:

H1: Perceived social support level positively and significantly affects work satisfaction.

H1a. Family support, one of the sub-dimensions of perceived social support, positively and significantly affects work satisfaction.

H1b. Co-worker support, one of the sub-dimensions of perceived social support, positively and significantly affects work satisfaction.

H1c. Friend support, one of the sub-dimensions of perceived social support, positively and significantly affects work satisfaction.

Improved work-family balance through less conflict between work and family positively affects individuals' health. The study on this subject has found that the satisfaction created by the work-family balance positively affects well-being (Ter Hoeven & Van Zoonen, 2015). In a survey by Moustaq et al. (2023), in which work-life imbalance and the relationship between work and family were investigated in Bangladesh, a questionnaire was applied to 656 nurses, and it was found that work hurts the family. There is a positive relationship between work-life imbalance. A study conducted with an employment specialist in the USA determined that mothers are primarily engaged in childcare, and working mothers are engaged in childcare more than three times per week than fathers (Friedman & Greenhaus, 2000). In the study conducted by Molina (2021), it was stated that family, cultural and economic factors significantly affect work and family conflict. Living in different environments brings different solutions to the problem of work-family conflict. This inequality between parents makes mothers remain under stress (Hochschild & Machung, 2003).

Based on these findings, the following hypotheses have been built:

H2. Work-family conflict has a moderating role in the effect of perceived social support level on work satisfaction.

H2a. Work-family conflict moderates the effect of family support, one of the sub-dimensions of perceived social support, on work satisfaction.

H2b. Work-family conflict moderates the effect of co-worker support, one of the sub-dimensions of perceived social support, on work satisfaction.

H2c. Work-family conflict moderates the effect of friend support, one of the sub-dimensions of perceived social support, on work satisfaction.

In studies investigating work-family conflict, it is found that work-family conflict significantly reduces life satisfaction; it has a statistically significant effect, and this effect is negative (Tongshuang et al., 2020; Huang et al., 2023; Triestman, 2004; Efeoğlu, 2006; Arslan, 2012; Akduman, 2015; Karaca & Dede, 2017) and a significant negative correlation exists (Kossek & Özeki, 1998; Allen et al., 2000). In the survey study conducted by Tongshuang et al. (2020) on 14,910 female subjects in China, investigating the relationship between work-family conflict and life satisfaction, it was found that work-family conflict was negatively related to life satisfaction. In addition, it has been determined that work-family conflict's effect on life satisfaction strengthens as age increases. In the study conducted by Molina (2021), it was stated that family, cultural and economic factors significantly affect work and family conflict. Living in different environments brings different solutions to the problem of work-family conflict. In a study conducted by Huang et al. (2023) on 197 couples in China, it was found that excessive workload affects work-family conflict through work burnout.

In field studies, working mothers have stated that they struggle to perform more than one duty at the same time due to time pressure; nevertheless, they experience a continuous shortage of time (Molina, 2021; Tongshuang et al., 2020; Rose, 2017; Chen & Powell, 2012).

However, considering that online-assisted remote work at home, particularly in times of COVID-19, allows many employees to spend more time with their families, the following hypotheses have been developed:

H3. Family-work-life conflict has a moderating role in the effect of perceived social support level on work satisfaction.

H3a. Family work-life conflict has a moderating role in the effect of family support on work satisfaction, one of the sub-dimensions of perceived social support.

H3b. Family-work-life conflict has a moderating role in the effect of co-worker support, one of the sub-dimensions of perceived social support, on work satisfaction.

H3c. Family-work-life conflict moderates the effect of friend support, one of the sub-dimensions of perceived social support, on work satisfaction.

In the studies examining the relationship between perceived social support and life satisfaction, it is observed that social support increases life satisfaction and a significant relationship exists between the two; high levels of perceived social support affect individuals' life satisfaction positively, and low levels of life satisfaction affect it negatively (Popoola & Fagbola, 2023; Li & Wang, 2022; Lin et al., 2020; Güngör, 1996; Tüzün, 1997; Özer & Karabulut, 2003; Şahin & Altıntel, 2010; Baltacı & Hamarta, 2013; Yaşar et al., 2014; Kaçan et al., 2016; Boylu & Günay, 2018). In a study conducted in Nigeria by Popoola and Fagbola (2023), a questionnaire was applied to 926 library staff, and it was seen that work-family balance, work motivation and job satisfaction had a significant effect on job engagement. In a study conducted in China by Lin et al. (2020), it was observed that there

was a remarkable rate of suicidal ideation among female subjects and that both work stress and family stress differed significantly in this thought.

Within this framework, the following hypotheses have been formed:

H4: Perceived social support level positively and significantly affects life satisfaction.

H4a. Family support, one of the sub-dimensions of perceived social support, positively and significantly affects life satisfaction.

H4b. Co-worker support, one of the sub-dimensions of perceived social support, positively and significantly affects life satisfaction.

H4c. Friend support, one of the sub-dimensions of perceived social support, positively and significantly affects life satisfaction.

In the studies which examine the effect of perceived social support on work-family and family-work-life conflict, it has been found that this support positively and significantly affects the perception and resolution of conflict (Kimberly et al., 2022; Tongshuang et al., 2020; Popoola & Fagbola, 2023; Fan & Potočnik, 2021; Zin, 2006; Kılıç & Sakallı, 2013; Polat et al., 2018; Şirin & Yücel, 2020). Similarly, it is maintained that work-family conflict has an effect on work satisfaction and working women experience more work-family conflict than working men (Xiao et al., 2023; Elbir, 2000; Eker et al., 2001; Efeoğlu, 2006; Tüfekçi & Tüfekçi, 2006; Karatepe & Tekinkuş, 2006; Kılıç et al., 2008; Bozoğlan, 2014; Dursun & Istar, 2014; Akbolat et al., 2016). In a study conducted by Kimberly et al. (2022) on 106 employees in the USA, it was observed that work-family conflict occurred at any time of the day, and role flexibility did not change the relationship between work-family conflict formation.

Based on these findings, the hypothesis of the study is established as follows:

H5. Work-family conflict has a moderating role in the effect of perceived social support level on life satisfaction.

H5a. Work-family life conflict has a moderating role in the effect of family support on life satisfaction, one of the sub-dimensions of perceived social support.

H5b. Work-family conflict moderates the effect of co-worker support, one of the sub-dimensions of perceived social support, on life satisfaction.

H5c. Work-family conflict moderates the effect of friend support on life satisfaction, one of the sub-dimensions of perceived social support.

Studies have focused on the result that work-related tension reduces work satisfaction (Xiao et al., 2023; Fan & Potočnik, 2021; Başçı et al., 2016; Revicki et al., 1991) and life satisfaction (Carlson et al., 2000; Gürel & Altunoğlu, 2016). A survey was applied to 502 full-time married workers in China by Xiao et al. (2023), and the effect of work-family conflict on the individual's behaviour was investigated. It has been observed that work-family conflict weakly impacts individuals with high levels of frugality. In the study

conducted by Fan and Potočnik (2021), a questionnaire was applied to 10,983 female employees, and it was determined that those in managerial positions bear the costs for childcare and continue to work.

Based on this theoretical framework and the conducted studies, the following hypotheses have been proposed to determine the relationship between work-related tension and work satisfaction and life satisfaction:

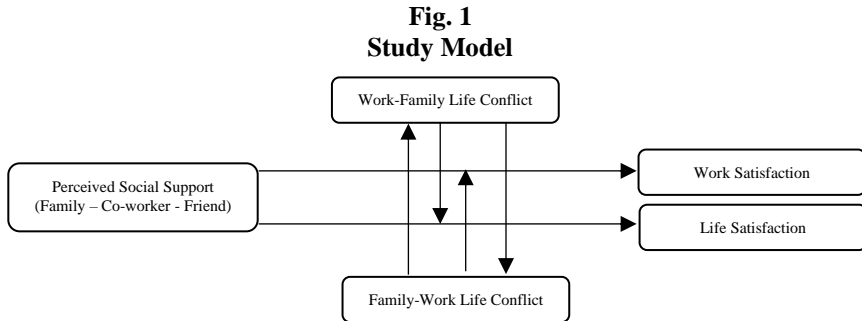
H6. The family-work-life conflict has a moderating role in the effect of perceived social support level on life satisfaction.

H6a. Family work-life conflict has a moderating role in the effect of family support on life satisfaction, one of the sub-dimensions of perceived social support.

H6b. Family-work-life conflict has a moderating role in the effect of co-worker support, one of the sub-dimensions of perceived social support, on life satisfaction.

H6c. Family-work-life conflict moderates the effect of friend support, one of the sub-dimensions of perceived social support, on life satisfaction.

Accordingly, Study Model Figure 1 summarises the hypotheses.



4. Methodology

Gaziantep, which has developed in industry and exports, is the 3rd province significantly contributing to the Turkish economy. It ranked 6th in industry and trade in 2022. Türkiye's exports amounted to \$254.2 billion, and Gaziantep had a share of approximately 4% with \$10.52 billion. With 5 Organized Industrial Zones, Gaziantep has high representation and employment rates because it has sectoral diversity.

In this framework, according to the compulsory insurance data of the Social Security Institution (SGK) in September 2020, 79.241 active female employees in medium and large-scale enterprises registered with the Gaziantep Chamber of Industry constituted the population of the study, while the sample of the research consisted of 523 female employees affiliated with three enterprises. Thus, a sufficient sample size was provided. X, Y and Z enterprises carry out production and marketing activities in four different business lines;

according to 2020 data, X enterprise has 750 employees, and Y and Z enterprises have more than 500 employees.

The universe of this study, in which the moderating effect of social support perceived by women employees on work-family life conflict on their work and life satisfaction is investigated, consists of 79,241 active women employees who worked at medium and large-scale enterprises registered in the Chamber of Industry in Gaziantep Province based on the compulsory insurance data of the Social Security Institution (SGK) in September 2020. The sample size was calculated at 383, considering the 5% margin of error within the 95% confidence limits from the main population. The sample of the study consists of 523 women employees, thus providing a sufficient sample size.

The scale developed by Netenmeyer et al. (1996) and adapted into Turkish by Efeoğlu (2006) has been used to measure the work-family and family-work conflicts of the participants. The scale, which belongs to Hackman and Oldham and was adapted into Turkish by Şeşen and Basım (2010), was used to measure the general work satisfaction of the employees. The life satisfaction scale was prepared within the framework of the causal model developed by Diener (1985). Statistical analysis of the obtained data was made on SPSS and SmartPLS software.

4.1. The Results of the Study

The findings of the analysis conducted to determine the demographic characteristics of 523 women employees who have participated in the study are as follows: Approximately half of the participants (49%) are single, 43% are between the ages of 21-29, 1% are between the ages of 50-55 and 43% had no children while 1% have four or more children. The spouses of 73% of the participants are employed while 27% are unemployed; approximately 2% live alone, and 52% live with their parents and siblings; about 33% are primary school graduates and 5% are graduates. 82%, 14%, and 4% of the participants work in production, administrative and other departments, respectively, while 52%, 43% and 5% have permanent, contracted and different statuses, respectively; approximately 62% and 2% have 0-5 and 21 or more years of working time; 87% work six days a week and about 8% work five days; about 46% work 10 hours a day and 2% work 14 hours a day, and about 36% have a fixed working arrangement while 63% have a flexible working arrangement.

Considering the participants' wages in 2020, approximately 39% earn a monthly income of between TL 1,700 and 2,699, and 2% make a monthly payment of TL 7,700 or more. About 42% earn less than TL 2,300, which was the minimum wage in 2020, while about 15% gain several times more than the minimum wage. These findings reveal that most participants earn minimum wage and below, and most belong to the middle-income group.

4.2. The Results of Hypothesis Tests (Structural and Measurement Models)

Smart PLS, a second-generation statistical software, has been used to test measurement and structural models in the study data analysis. This program is a least squares

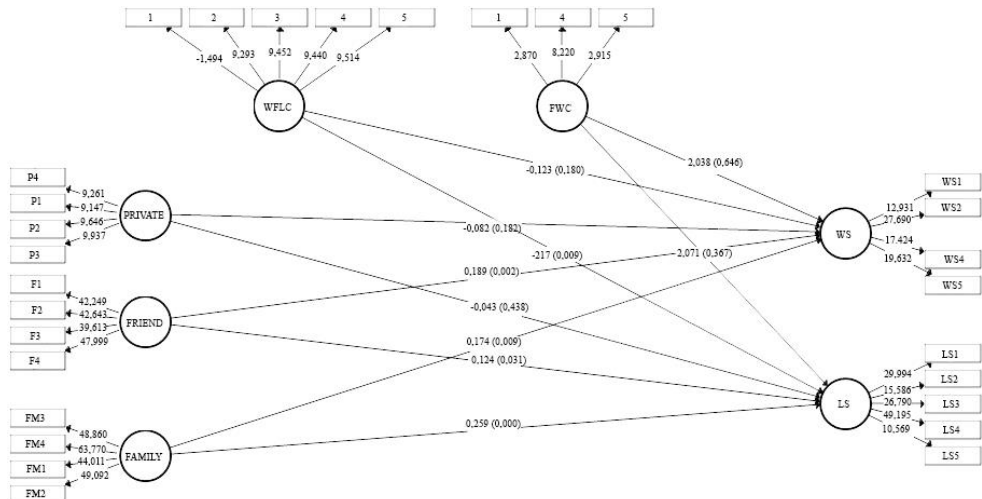
structural equation modelling software and can test complex models with an exploratory approach. Moreover, this program can analyse different measurement types together and work with measurement tools consisting of a single indicator; it does not require the assumption of normal distribution and can also be used in cases where the sample is small (Wong, 2013; Doğan, 2019).

4.3. Analysis of Measurement Model

In the study, a measurement model has been created to determine the moderating effect of perceived social support on work-family conflict and family-work-life conflict on work and life satisfaction. While the perceived social support variable, which has a level-determining construct in the measurement model, was assigned as the independent construct, family-work-life conflict and work-family-life conflict were assigned as moderator variables, and work and life satisfaction variables were assigned as dependent constructs.

To evaluate the measurement model of the study, external indicator loads and their significance, internal consistency reliability, convergent validity and discriminant validity were assessed. Accordingly, the measurement model is presented in Figure 2.

Fig. 2
Measurement Model



Note 1: PSS, WS, LS, WFLC, FWC.

The values on the inner model demonstrate the path coefficients, that is, the standardised beta values (β), the values on the outer model present the indicator loads, and the values on the constructs show the coefficients of determination (R^2).

According to Figure 2, question 3, which is related to the variable of work satisfaction and questions 2 and 3, about the family-work-life conflict variable, have been excluded from the analysis due to their low factor loads. Therefore, studies were carried out without using these indicators in the measurement and structural models.

4.4. The Results of Reliability and Convergent Validity

In the analysis of the measurement model, the internal consistency reliability of the constructs, Cronbach's alpha coefficient (α), rho-A coefficient, combined reliability coefficient (CR) and average variance explained (AVE) are considered. In this measurement model analysis, convergent validity should be checked after internal consistency reliability is ensured (Hair et al., 2017).

Convergent validity (CR) can also be checked over the average variance explained (AVE) coefficient, in which case the AVE coefficients should be 0.50 and above. While it is required that the external indicator loads be higher than 0.70 to ensure indicator reliability, it is necessary to observe whether or not an improvement in the combined reliability and AVE coefficients exists when the indicators in the range of 0.40-0.70 are removed from the model. If no improvement exists, these indicators should be maintained, and the AVE coefficients should be 0.50 and above (Latan & Ghazali, 2015).

Accordingly, the reliability and convergent validity data of the constructs in the measurement model of the study are shown in Table 1.

Table: 1
Reliability and Convergent Validity Data

| Constructs | Indicators | α | rho_A | CR | AVE |
|------------|---------------------------|----------|-------|-------|-------|
| PSS | Family | 0,904 | 0,922 | 0,932 | 0,773 |
| | Co-worker | 0,887 | 0,898 | 0,921 | 0,745 |
| | Friend | 0,891 | 1,086 | 0,917 | 0,735 |
| WS | Work Satisfaction | 0,809 | 0,825 | 0,872 | 0,631 |
| LS | Life Satisfaction | 0,828 | 0,872 | 0,877 | 0,591 |
| WFLC | Work-Family Life Conflict | 0,893 | 0,883 | 0,914 | 0,682 |
| FWLC | Family-Work Life Conflict | 0,806 | 0,916 | 0,877 | 0,705 |

Source: The table was designed by the author.

Note: n = 523, PSS: Perceived Social Support, WS: Work Satisfaction, LS: Life Satisfaction, WFLC: Work-Family life conflict, FWC: Family-work life conflict. α : Cronbach's alfa, rho_A: Tarkkonen's rho_A value; CR: Combined reliability, AVE: Average variance explained.

Based on Table 1, considering these indicators within the framework of the study data, internal consistency reliability and convergent validity are ensured since the α , rho-A, and CR coefficients for the PSS, WS, LS, WFC and FWC scales are more significant than 0.70, and the AVE coefficient is greater than 0.50.

4.5. Results of Discriminant Validity

According to the cross-loading analysis criterion, the indicator loads of a variable should be higher than the indicator loads of other constructs to ensure discriminant validity (Hair et al., 2017). Cross-loading data Table 2, Fornell-Larcker and Heterotrait-Monotrait ratio (HTMT) criteria Table 3 and Table 4 have been evaluated in the analysis performed to examine the discriminant validity of the constructs which are investigated within the scope of the measurement model.

Table: 2
Cross-Load Analysis Data

| Constructs | | | | | | | |
|------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Indicators | Family | FWC | Co-worker | LS | Friend | WFC | WS |
| 1Family | 0,875 | 0,065 | 0,463 | 0,191 | 0,285 | 0,187 | 0,163 |
| 2Family | 0,882 | 0,000 | 0,448 | 0,210 | 0,251 | 0,139 | 0,164 |
| 3Family | 0,865 | 0,030 | 0,525 | 0,287 | 0,312 | 0,100 | 0,235 |
| 4Family | 0,894 | 0,067 | 0,471 | 0,251 | 0,310 | 0,148 | 0,229 |
| 1Co-worker | 0,536 | 0,053 | 0,867 | 0,237 | 0,411 | 0,066 | 0,225 |
| 2Co-worker | 0,418 | 0,094 | 0,852 | 0,179 | 0,483 | 0,091 | 0,137 |
| 3Co-worker | 0,488 | 0,037 | 0,860 | 0,199 | 0,512 | 0,004 | 0,235 |
| 4Co-worker | 0,424 | 0,060 | 0,873 | 0,192 | 0,473 | -0,031 | 0,202 |
| 1Friend | 0,326 | 0,226 | 0,477 | 0,034 | 0,803 | 0,126 | 0,057 |
| 2Friend | 0,314 | 0,248 | 0,427 | 0,069 | 0,860 | 0,106 | 0,033 |
| 3Friend | 0,268 | 0,187 | 0,487 | 0,055 | 0,851 | 0,093 | 0,086 |
| 4Friend | 0,280 | 0,177 | 0,482 | 0,156 | 0,912 | -0,007 | 0,078 |
| 1FWLC | -0,008 | 0,740 | 0,033 | -0,025 | 0,154 | 0,585 | -0,010 |
| 4FWLC | 0,094 | 0,870 | 0,057 | -0,015 | 0,173 | 0,585 | -0,059 |
| 5FWLC | 0,019 | 0,900 | 0,069 | -0,067 | 0,232 | 0,443 | -0,022 |
| 1LS | 0,187 | 0,034 | 0,160 | 0,779 | 0,111 | -0,083 | 0,539 |
| 2LS | 0,292 | -0,083 | 0,227 | 0,848 | 0,078 | -0,141 | 0,495 |
| 3LS | 0,154 | 0,033 | 0,158 | 0,772 | 0,055 | -0,036 | 0,414 |
| 4LS | 0,281 | -0,079 | 0,224 | 0,834 | 0,120 | -0,114 | 0,371 |
| 5LS | 0,032 | -0,067 | 0,092 | 0,582 | 0,044 | -0,122 | 0,268 |
| 1WFLC | 0,087 | 0,477 | -0,003 | -0,102 | 0,093 | 0,848 | -0,104 |
| 2WFLC | 0,159 | 0,507 | 0,069 | -0,106 | 0,089 | 0,877 | -0,052 |
| 3WFLC | 0,197 | 0,523 | 0,030 | -0,134 | -0,016 | 0,879 | -0,032 |
| 4WFLC | 0,111 | 0,589 | 0,036 | -0,108 | 0,068 | 0,858 | -0,047 |
| 5WFLC | 0,156 | 0,443 | 0,096 | -0,027 | 0,111 | 0,640 | 0,064 |
| 1WS | 0,252 | 0,096 | 0,157 | 0,393 | 0,074 | 0,033 | 0,777 |
| 2WS | 0,182 | -0,010 | 0,236 | 0,417 | 0,078 | -0,115 | 0,840 |
| 4WS | 0,155 | -0,041 | 0,119 | 0,388 | -0,013 | 0,037 | 0,766 |
| 5WS | 0,145 | -0,160 | 0,211 | 0,529 | 0,081 | -0,131 | 0,793 |

Source: The table was designed by the author.

Note: PSS: Perceived Social Support, WS: Work satisfaction, LS: Life satisfaction, WFLC: Work-family life conflict, FWC: Family-work life conflict.

Table 2 shows that the index loads of three sub-dimensions of perceived social support (family, friends and private), family-work-life conflict, life satisfaction, work-family life conflict and work satisfaction are higher than the loads in other constructs, and it is concluded that discriminant validity is achieved.

According to the Fornell-Larcker (1981) criterion, it is considered whether or not the square root of the average variance explained (AVE) value of a variable is greater than the correlation coefficient with other variables ($\sqrt{AVE} > r$), and as a criterion, the square root of the AVE value of an implicit variable is higher than the correlation with all other implicit variables in the structure (Hair et al., 2019). These data can be expressed in bold where these values are more significant than the different values in the rows and columns in which they are and where discriminant validity is achieved. Fornell-Larcker criterion data are shown in Table 3.

Table: 3
Formell-Larcker Criterion Data

| Constructs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 1- Family | 0,879 | | | | | | |
| 2- FWLC | 0,047 | 0,839 | | | | | |
| 3- Co-worker | 0,547 | 0,067 | 0,863 | | | | |
| 4- LS | 0,274 | -0,048 | 0,236 | 0,769 | | | |
| 5- Friend | 0,333 | 0,230 | 0,542 | 0,112 | 0,857 | | |
| 6- WFLC | 0,159 | 0,602 | 0,035 | -0,131 | 0,066 | 0,826 | |
| 7- WS | 0,231 | -0,038 | 0,237 | 0,548 | 0,078 | -0,071 | 0,795 |

Source: The table was designed by the author.

Note: The values in bold indicate the square root of the AVE values, while the other values show the correlation coefficient between the variables.

Table 3, three sub-dimensions of perceived social support (family, friend, special friend) achieve the discriminant validity of the work-family life conflict, family-work-life conflict, work satisfaction and life satisfaction constructs.

The Heterotrait-Monotrait ratio (HTMT) presents the percentage of the mean of the correlations of the indicators that belong to all of the structures in a model to the geometric mean of the correlations of the indicators belonging to the same structure. The HTMT ratio, which does not contain 1 (less than 1), indicates that discriminant validity is achieved (Hair et al., 2017).

However, Henseler et al. (2016) have suggested a value of 0.90 and below for the HTMT criterion and a weight of 0.85 and down if the constructs measured within the study's scope are theoretically dissimilar. The Heterotrait-Monotrait ratio data (HTMT), another indicator of discriminant validity, is presented in Table 4.

Table: 4
Data of Heterotrait-Monotrait Ratio (HTMT) Criterion

| Constructs | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|--------------|-------|-------|-------|-------|-------|-------|---|
| 1- Family | - | | | | | | |
| 2- FWLC | 0,072 | | | | | | |
| 3- Co-worker | 0,597 | 0,082 | | | | | |
| 4- LS | 0,276 | 0,110 | 0,258 | | | | |
| 5- Friend | 0,379 | 0,276 | 0,610 | 0,100 | | | |
| 6- WFLC | 0,194 | 0,753 | 0,085 | 0,142 | 0,132 | | |
| 7- WS | 0,262 | 0,133 | 0,261 | 0,655 | 0,098 | 0,126 | - |

Source: The table was designed by the author.

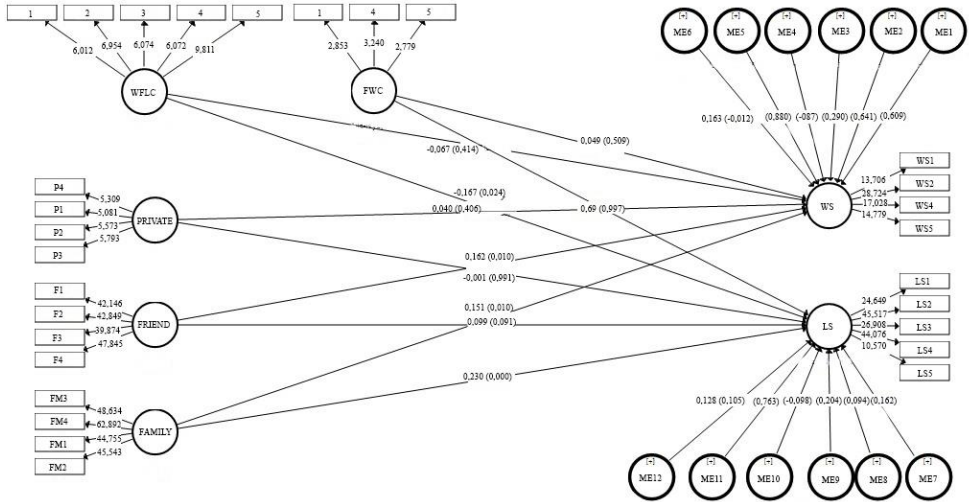
Table 4, discriminant validity is achieved as the HTMT ratios of FWLC, Co-worker, LS, Friend, WFLC and WS constructs are low (<.85). Therefore, the constructs have differed from each other.

4.6. Results of Structural Model Analysis

The bootstrapping method is used in the structural model analysis, where satisfactory results are obtained from the measurement model analysis. In the resampling method, which is applied based on the 5% confidence level with the bias-corrected and accelerated confidence interval method, 5000 derivative sample numbers recommended by Hair et al.

(2017) and Henseler et al. (2016) are preferred. The structural model of the study is presented in Figure 3.

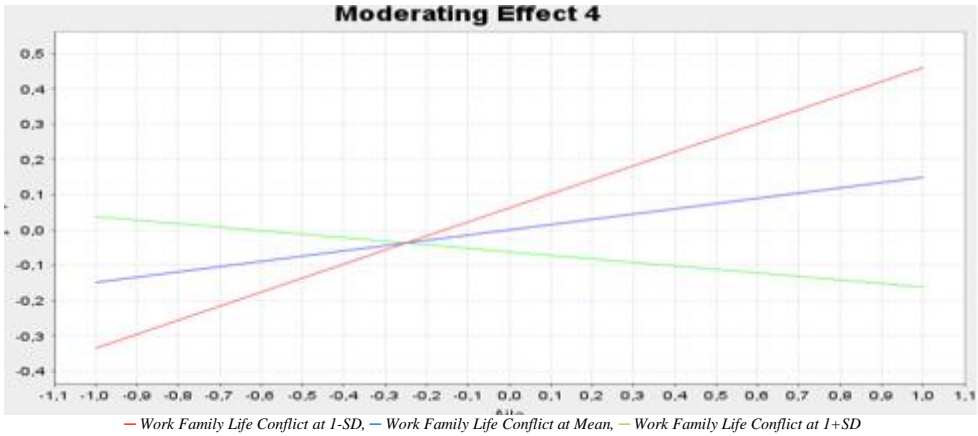
Fig. 3
The Structural Model of the Study



Note: PSS: Perceived Social Support, WS: Work Satisfaction, LS: Life Satisfaction, WFLC: Work-Family Life Conflict, FWC: Family-Work Life Conflict, P: Private Friend, F: Friends, Fmly: Family. The internal and external model values give the significance level of t statistics.

According to Figure 3, before evaluating the main findings for structural model analysis, it is examined whether the model has a collinearity issue. The linearity problem creates a bias in the regression results, and for this solution, high-order models that can be supported by both the type of structure and the theory should be created. In the structural model, it is demonstrated in Figure 4 that perceived social support from family has a moderating effect on work satisfaction and H2 is supported.

Fig. 4
Moderating Effect (Work Satisfaction)



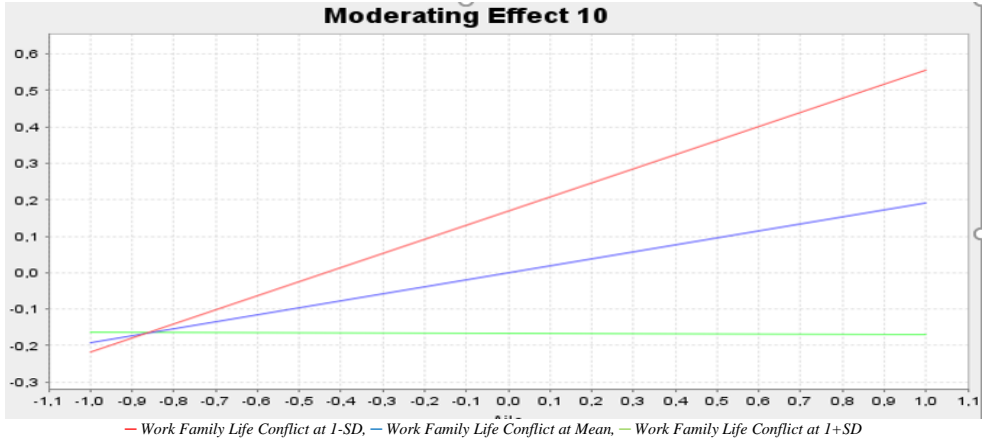
It is shown in Figure 6 that perceived social support from friends has a moderating effect on work satisfaction, and H2b is supported.

Fig. 6
Moderating Effect



It is shown in Figure 7 that perceived social support from family has a moderating effect of work-family conflict on life satisfaction, and H5 is supported.

Fig. 7
Moderating Effect 10 - Moderating Effect Slope Graphic



Before evaluating the primary findings related to structural model analysis, it is considered whether or not a linearity problem exists in the model. The linearity problem creates bias in the regression results, and it is essential to create high-level models that can be supported by both the type of structure and the theory to solve this problem (Henseler et al., 2016).

While performing the regression analysis, multicollinearity problems must be avoided among the variables in the model. Whether the implicit variables in the structural model cause multicollinearity or not is evaluated because the VIF values of these variables are more significant than 5. If the VIF value is greater than 5, a multicollinearity problem can be concluded among the variables; 3-5 is acceptable, although it indicates the possibility of multiple connections. This means the ideal VIF value among the variables should be less than 3 (Hair et al., 2019).

While evaluating the variance inflation factor coefficients, internal VIF coefficients are considered in reflective structures and external VIF coefficients in forming structures. The variance inflation factor coefficients obtained as a result of the linearity statistics of this study are presented in Table 5.

Table: 5
Variance Inflation Factor Coefficients (VIF)

| External Indicators VIF | | Internal VIF | | | | | | | |
|-----------------------------|-------|-----------------------------|--------|------|-----------|-------|-----------|------|-------|
| Indicators and Coefficients | | Structures and Coefficients | | | | | | | |
| | | | Family | FWLC | Co-worker | LS | Co-worker | WFLC | İŞD |
| FAMILY3 | 2,124 | | | | | 1,623 | - | - | 1,614 |
| FAMILY4 | 2,677 | Family | - | - | - | - | - | - | - |
| CS1 | 2,267 | FWLC | - | - | - | 1,808 | - | - | 1,808 |
| CS2 | 2,456 | Co-worker | - | - | - | 1,900 | - | - | 1,984 |
| CS3 | 2,254 | LS | - | - | - | - | - | - | - |
| CS4 | 2,493 | Co-worker | - | - | - | 1,677 | - | - | 1,697 |
| FAMILY1 | 3,530 | WFLC | - | - | - | 1,751 | - | - | 1,771 |
| FAMILY2 | 3,635 | WFLC | - | - | - | - | - | - | - |
| FRIEND4 | 2,092 | | | | | | | | |
| FRIEND1 | 3,148 | | | | | | | | |
| FRIEND2 | 3,824 | | | | | | | | |
| FRIEND3 | 2,264 | | | | | | | | |
| FWLC 1 | 1,728 | | | | | | | | |
| FWLC4 | 2,071 | | | | | | | | |
| FWLC5 | 1,647 | | | | | | | | |

Source: The table was designed by the author.

Note: VIF: Variance inflation factor, PSS: WFLC, FWLC, WS, LS (all internal VIF values <5).

According to Table 5, the study's external indicator values (VIF) are less than 5; their internal indicator values (VIF) are less than 3. These findings show that the study model is free from the linearity problem (VIF<5; VIF<3 respectively). To evaluate the structural model of the study, the coefficient of determination (R²) effect size f squared (f² effect size) and Stone-Geisser Q² predictive power (Q²) are evaluated, and the model is checked for linearity problem (Raithel et al., 2012).

Among the main findings of the structural model analysis, the determination coefficient (R²) is primarily considered. The R² coefficient measures the variance explained on each dependent construct and demonstrates the explanatory power of the relevant model. The R² coefficient, which takes values between 0 and 1, approaching 1, indicates high predictive power, although as a general criterion, the coefficients of 0.75, 0.50, and 0.25 indicate significant, moderate and low predictive power, respectively. However, in some cases, even a numerically low coefficient of 0.10 can be considered satisfactory (Hair et al., 2017).

The f² effect value reveals the contribution of each independent and intermediate construct to the prediction of dependent constructs in the model, which is the R² coefficient of the model. According to the f² square criterion, values higher than 0.02, 0.15 and 0.35 indicate small, medium and large effect values, respectively (Cohen, 1988).

The Stone-Geisser Q² predictive power coefficient (Q²) is used to test the explanatory power of the study. The Q² coefficient greater than zero indicates that the study model is effective on the dependent construct. On the other hand, if it is equal to or less than zero, the study model does not affect the dependent construct (Geisser, 1974; Stone, 1974). The predictive power coefficients obtained for the structural model of this study are presented in Table 6.

Table: 6
Predictive Power Coefficients

| Independent→Dependent | | R2 | Adj. R ² | f2 | Q2 |
|-----------------------|----|------|---------------------|-------|------|
| Family | LS | .211 | .194 | 0,029 | .092 |
| Co-worker | LS | | | 0,009 | |
| Friend | LS | | | 0,001 | |
| WFLC | LS | | | 0,020 | |
| FWLC | LS | | | 0,004 | |
| Family | WS | .154 | .136 | 0,016 | .081 |
| Co-worker | WS | | | 0,015 | |
| Friend | WS | | | 0,001 | |
| WFLC | WS | | | 0,003 | |
| FWLC | WS | | | 0,001 | |

Source: The table was designed by the author.

Note: n = 523, WFLC: Work-family life conflict, FWLC: Family-work life conflict, LS: Life satisfaction, WS: Work satisfaction R²: Determination coefficient, Adj. R²: Adjusted determination coefficient, f²: f square effect magnitude, Q²: Predictive power, q²: Partial predictive power.

According to Table 6, the determination coefficient (R2) explains the load of independent variables on life satisfaction at 21% and work satisfaction at 15%. The total f2 coefficient of independent variables on life satisfaction is 0.029; the f2 coefficient in the effect of independent variables on work satisfaction is 0.016. In other words, f2 effect magnitude values contribute low (f2 = .029) to the R2 effect magnitude of independent variables' life satisfaction and again low (f2 = .016) to the R2 effect magnitude of life satisfaction. The life satisfaction coefficient of the independent variables is 0.092, and the work satisfaction coefficient is 0.081 (Q2 > 0), which means that the study model does not affect the dependent variable structure. After the effect magnitude findings, which are discussed within the scope of the external model, the significance and direction of the path coefficients, that is, standardised beta values (β), which take values ranging between -1 and +1, are evaluated to consider the effect magnitude of the internal model. Accordingly, the findings obtained from the study are presented in Table 7.

Table: 7
Structural Model Path Analyses

| Hypothesis | Substances | β | x | s | t | p | bias | Confidence Interval (2,5) | Confidence Interval (97,5) |
|------------|--|---------|--------|-------|-------|--------|--------|---------------------------|----------------------------|
| H1a | Family -> Work satisfaction | 0,150 | 0,156 | 0,065 | 2,317 | 0,021* | 0,006 | 0,011 | 0,266 |
| H1b | Co-worker -> Work satisfaction | 0,160 | 0,156 | 0,066 | 2,429 | 0,015* | -0,020 | -0,077 | 0,245 |
| H1c | Friend -> Work satisfaction | -0,046 | -0,038 | 0,061 | 0,757 | 0,449 | -0,004 | 0,030 | 0,288 |
| H2a | Family -> Work satisfaction Moderator: WFLC | -0,247 | -0,237 | 0,089 | 2,780 | 0,005* | 0,010 | -0,393 | -0,051 |
| H2b | Co-worker -> Work satisfaction Moderator: WFLC | 0,163 | 0,153 | 0,079 | 2,070 | 0,039* | -0,010 | 0,023 | 0,328 |
| H2c | Friend -> Work satisfaction Moderator: WFLC | 0,033 | 0,031 | 0,078 | 0,420 | 0,675 | -0,002 | -0,135 | 0,174 |
| H3a | Family -> Work satisfaction Moderator: FWLC | -0,084 | -0,075 | 0,080 | 1,043 | 0,297 | 0,008 | -0,248 | 0,064 |
| H3b | Co-worker -> Work satisfaction Moderator: FWLC | -0,018 | -0,001 | 0,080 | 0,230 | 0,818 | 0,018 | -0,178 | 0,128 |
| H3c | Friend -> Work satisfaction Moderator: FWLC | 0,050 | 0,024 | 0,084 | 0,591 | 0,554 | -0,025 | -0,102 | 0,221 |
| H4a | Family -> Life satisfaction | 0,188 | 0,198 | 0,048 | 3,913 | 0,000* | 0,010 | 0,077 | 0,268 |
| H4b | Co-worker -> Life satisfaction | 0,117 | 0,119 | 0,063 | 1,872 | 0,061 | 0,003 | -0,102 | 0,229 |
| H4c | Friend -> Life satisfaction | -0,027 | -0,014 | 0,055 | 0,498 | 0,619 | 0,001* | -0,008 | 0,235 |
| H5a | Family-> Life satisfaction Moderator: WFLC | -0,199 | -0,173 | 0,085 | 2,353 | 0,019* | 0,026 | -0,346 | -0,043 |
| H5b | Co-worker -> Life satisfaction Moderator: WFLC | 0,233 | 0,142 | 0,211 | 1,104 | 0,269 | -0,091 | -0,285 | 0,345 |
| H5c | Friend -> Life satisfaction Moderator: WFLC | -0,004 | 0,016 | 0,067 | 0,066 | 0,947 | 0,021 | -0,151 | 0,106 |
| H6a | Family -> Life satisfaction Moderator: FWLC | -0,070 | -0,082 | 0,077 | 0,911 | 0,362 | -0,012 | -0,203 | 0,107 |
| H6b | Co-worker -> Life satisfaction Moderator: FWLC | -0,024 | 0,005 | 0,078 | 0,304 | 0,761 | 0,029 | -0,177 | 0,107 |
| H6c | Friend -> Life satisfaction Moderator: FWLC | 0,106 | 0,074 | 0,069 | 1,544 | 0,123 | -0,033 | 0,004 | 0,259 |

According to Table 7, the path coefficient indicating the direct effect of the family on life satisfaction is positive and significant. ($\beta = 1.88$ $t = 3.913 > 2.50$, $p = 0.000 < 0.001$). The family has a positive effect on life satisfaction. The H4a hypothesis is supported.

The coefficient indicating the moderating effect of family dimension on work satisfaction of work-family life conflict is negative and significant ($\beta = -.247$, $t = 2.780 > 2.50$, $p = 0.005 < .010$). The H2a hypothesis is supported.

Summarised data related to the results of the study hypotheses are shown in Table 8.

Table: 8
Summarised Results of Hypothesis Tests

| Hypothesis | Paths | Coefficients p | Result |
|------------|--|-------------------|---------------|
| H1a | PSS (family) -> Work satisfaction | 0,021* | Supported |
| H1b | PSS (co-worker) -> Work satisfaction | 0,015* | Supported |
| H1c | PSS (friend) -> Work satisfaction | 0,449 | Not supported |
| H2a | Family -> Work satisfaction Moderator: WFLC | 0,005* | Supported |
| H2b | Co-worker -> Work satisfaction Moderator: WFLC | 0,039* | Supported |
| H2c | Friend -> Work satisfaction Moderator: WFLC | 0,675 | Not supported |
| H3a | Family -> Work satisfaction Moderator: FWLC | 0,297 | Not supported |
| H3b | Co-worker -> Work satisfaction Moderator: FWLC | 0,818 | Not supported |
| H3c | Friend -> Work satisfaction Moderator: FWLC | 0,554 | Not supported |
| H4a | PSS (family) -> Life satisfaction | 0,000* | Supported |
| H4b | PSS (co-worker) -> Life satisfaction | 0,061 | Not supported |
| H4c | PSS (Friend) -> Life satisfaction | 0,619 | Not supported |
| H5a | Family -> Life satisfaction Moderator: WFLC | 0,019* | Supported |
| H5b | Co-worker -> Life satisfaction Moderator: WFLC | 0,269 | Not supported |
| H5c | Friend -> Life satisfaction Moderator: WFLC | 0,947 | Not supported |
| H6a | Family -> Life satisfaction Moderator: FWLC | 0,362 | Not supported |
| H6b | Co-worker -> Life satisfaction Moderator: FWLC | 0,761 | Not supported |
| H6c | Friend -> Life satisfaction Moderator: AİÇ | 0,123 | Not supported |

Source: The table was designed by the author.

Note: *, **, *** symbols represent $p < .05$ significance level, $p < .01$ significance level, $p < .001$ significance level, respectively.

5. Discussion

In the study, which examines the moderator role of work-family life and family-work-life conflict in the effect of perceived social support of women employees on their work and life satisfaction, it is observed that approximately half (49%) of the participants are single, 43% are 21-29 and 1% are 50-55. It is also observed that practically 54% of women employees have children, spouses of 73% of the women employees are employed, 52% live with their parents and siblings, secondary school graduates are the majority with nearly %46 (45.8%), 82% work in production, 52% are permanent staff, 62% have an experience of 0-5 years, 87% work six days a week, 46% work 10 hours a day, and 63% have a flexible working arrangement.

In addition, it is determined that in 2020, when the minimum wage was TL 2,300, the percentage of those with a monthly income between TL 1,700 and 2,699 was approximately 39%, the percentage of those with a monthly payment of TL 7,700 or more were about 2%. Thus, the rate of those who earned less than the minimum wage was nearly 42%, and the percentage of those who made several times more than the minimum wage was about 15%.

These findings clearly show that most participants belong to those earning minimum wage or below.

The study established that the "family" dimension, one of the sub-dimensions of the perceived social support level, moderates work satisfaction. This finding is consistent with the theory that family life satisfaction and work-life satisfaction affect each other, and the satisfaction obtained from work-life is reflected in family life. According to the results of another analysis, the effect of work-family life conflict on life satisfaction is significant and in the opposite direction, while approximately 27% of life satisfaction is explained by work-family life conflict (Huang et al., 2023; Tongshuang et al., 2020; Higgins et al., 1992; Zhao et al., 2011).

It is suggested that the life satisfaction of employees who receive family support increases while the problems arising from their jobs decrease, within the scope of satisfaction, which also overlaps with the theoretical studies showing the causal relationship between work-family conflict and life (Carlson et al., 2000; Rode, 2007).

The friend dimension, one of the sub-dimensions of the perceived social support level, is observed to moderate work satisfaction. This finding, which supports the H1b hypothesis, is also consistent with the study by Fan and Potočnik (2021) and Sergeant and Abdildaev (2014).

The results of the studies conducted by Gong et al. (2023), Ortiz-Bonnin et al. (2023), Li & Wang (2022), Bozoğlan (2014) and Polat et al. (2018) support the H2a hypothesis that "work-family conflict" has a moderating effect between the family dimension and work satisfaction, which is one of the sub-dimensions of the level of perceived social support.

It is determined that the work-family conflict moderates the friend dimension and work satisfaction, one of the sub-dimensions of the perceived social support level. In other words, the H2b hypothesis is supported. This is consistent with the findings of studies by Molina (2021), Huang et al. (2023), Kılıç and Sakallı (2013) and Şirin and Yücel (2020).

The path coefficient indicating the direct effect of the family on work satisfaction is positive and significant. In other words, the family dimension, one of the sub-dimensions of perceived social support level, moderates life satisfaction. The H4a hypothesis is supported. This finding is also supported by the studies conducted by Moustaq et al. (2023), Gong et al. (2023), Netemeyer et al. (2018), Güngör (1996) and Tüzün (1997) on this subject.

It is observed that the family dimension, one of the sub-dimensions of perceived social support level, moderates work-family conflict, and the H5a hypothesis is supported. Similar results are also found in the study by Tu et al. (2022), Clinton et al. (2020) and Zın (2006).

The friend dimension, one of the sub-dimensions of the perceived social support level, is observed not to moderate life satisfaction and work satisfaction; the H4c and H1c

hypotheses are not supported. However, perceived social support in the literature is defined as someone special to the individual (such as a date, fiancée or doctor) who plays a vital role in the private life of the individual, apart from family and friends, and is accepted as an important element of social support. In this respect, this finding, which does not comply with the theory, can be explained by the demographic characteristics of the study sample, such as about half (41%) being married and about half (47%) being over 30.

Similarly, it is seen that no moderating effect of work-family conflict exists between one of the sub-dimensions of perceived social support level, *friend dimension* and both work satisfaction and life satisfaction; furthermore, the H2c and H5c hypotheses are not supported. Although no study on this subject has been conducted, this finding can be explained by the fact that approximately half of the study's sample group is married and has children, 27% of their spouses are not employed, and 52% are permanent staff.

The *family dimension*, one of the sub-dimensions of perceived social support, does not have a moderating effect between work and life satisfaction on family-work conflict, and H3a and H6a hypotheses are not supported. This result does not show parallelism with the results of the study by Huang et al. (2023), Xiao et al. (2023), Popoola & Fagbola (2023), Kimberly et al. (2022) and Triestman (2004).

It is observed that there is no moderating effect between *the co-worker dimension*, which is one of the sub-dimensions of perceived social support, and both work and life satisfaction on family-work conflict. Therefore, hypotheses H3b and H6b are not supported. Similarly, there is no moderating effect of work-family conflict between the sub-dimensions of perceived social support level, *co-worker dimension* and life satisfaction. The H5b hypothesis is also not supported.

In most of the studies conducted in this area, however, it is determined that conflict and satisfaction are negatively related variables, work-family conflict is negatively related to work satisfaction, and family-work conflict does not have a statistically significant relationship with work satisfaction. Therefore, this finding of the study needs to be more questionable.

It is seen that family-work conflict does not have a moderating effect between one of the sub-dimensions of perceived social support level, *friend dimension*, and both work and life satisfaction. It is determined that the *friend dimension*, one of the sub-dimensions of the level of perceived social support, does not moderate life satisfaction, and the H4b hypothesis is not supported. However, this finding does not show parallelism with the results of the studies conducted by Lin et al. (2020), Li & Wang (2022), Ellis et al. (2023), Carlson et al. (2000), Güngör (1996) and Tüzün (1997). This can be explained by demographic characteristics, such as most of the sample being single and young.

6. Conclusion

This study was conducted at the beginning of the world's COVID-19 pandemic in the world, and a survey was applied to women employees in different industries in Gaziantep, an important industrial region of Türkiye. The survey application was performed in enterprises operating in various production areas, mainly textile and food industries, with a high female labour force employment rate. These women employees include both blue-collar and white-collar staff. However, some enterprises have refused to participate in the survey to protect the health of their employees due to Covid-19.

In terms of the effect of family-work and work-family life conflicts, a survey was applied to the employees of the enterprises in different industries, with the concern that the surveys conducted in the enterprises in the same industry might be misleading. It is realised that few studies have been conducted on the effect of perceived social support, including family, co-workers and friends, on work and life satisfaction. While most of these studies include the family dimension, the co-worker dimension has been examined rarely, and the studies on the friend dimension need to be included. Conducting studies on the friend dimension can contribute to the literature. Moreover, the effect of perceived social support in different sectors and business lines on work, life satisfaction, and work-family conflicts can be investigated.

Employees and conditions may experience conflicts in the dimensions mentioned above in the presence of flexible working arrangements and, consequently, hard work in the busy seasons of the sectors. Working conditions, internal management or communication problems, and communication problems between family and work are the problems attributed to the organisation. To prevent these conflicts, private nursing homes and kindergartens can be put into use under the responsibility of the institution where women employees work, which alleviates the burden of the children or the patients whom they must take care of. These are essential parameters that increase the loyalty of women employees by enhancing their sense of belonging to the institution and making the time spent at work productive.

The results obtained from this study can guide enterprises and organisations. The results of such analyses can change the perspective of the enterprises on the staff, enable them to consider the employees' demographic characteristics and provide a framework for the policy for increasing labour productivity. Protection and strategies that will reduce work-family conflict and increase life satisfaction for middle-aged women. Organisational leaders and policymakers can offer flexible work time and location to reduce work-family conflict and prevent employee emotional disturbances. It is recommended that policymakers, especially in the education sector, emphasise work-family balance, work motivation and job satisfaction while planning to increase their employees' work commitment. In addition, it should consider work motivation and work-family balance to increase its employees' job satisfaction.

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