

THE EFFECT OF THE PERCEPTION OF ORGANIZATIONAL SUPPORT AND WORK-FAMILY CONFLICT ON THE JOB PERFORMANCE OF FEMALE EMPLOYEES: A MEDIATED MODEL¹



Kafkas University
Economics and Administrative
Sciences Faculty
KAUJEASF
Vol. 15, Issue 30, 2024
ISSN: 1309 – 4289
E – ISSN: 2149-9136

Article Submission Date: 25.06.2024 Accepted Date: 12.09.2024

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ABSTRACT | The purpose of this study is to reveal the relationship between the perception of organizational support, job performance and work-family conflict for female employees. For this purpose, data were collected via a survey technique from 176 female employees working at Bayburt University. The obtained data were analyzed using SPSS and AMOS statistical package programs. The findings of the study which used the structural equation model indicate that the perception of organizational support negatively and significantly affects work-family conflict and positively and significantly affects work performance; It has been revealed that work-family conflict negatively and significantly affects work performance. In addition, the study also concluded that work-family conflict plays a full mediating role in the relationship between the perception of organizational support and job performance. In other words, the perception of organizational support was found to lead to an increase in job performance by reducing work-family conflict (mediating variable).

Keywords: Perception of organizational Support, work-family conflict, job performance
JEL Code: M10, M12, M19

Scope: Business administration
Type: Research

DOI: 10.36543/kauibfd.2024.020

Cite this article: KIZIL, S., (2024). The effect of the perception of organizational support and work-family conflict on the job performance of female employees: A mediated model. *KAUJEASF*, 15(30), 514-534.

¹ Compliance with the ethical rules of the relevant study has been declared.

ÖRGÜTSEL DESTEK ALGISI VE İŞ-AİLE ÇATIŞMASININ KADIN ÇALIŞANLARIN İŞ PERFORMANSINA ETKİSİ: ARACILI BİR MODEL



Kafkas Üniversitesi
İktisadi ve İdari Bilimler
Fakültesi
KAÜİİBFD
Cilt, 15, Sayı 30, 2024
ISSN: 1309 – 4289
E – ISSN: 2149-9136

Makale Gönderim Tarihi: 25.06.2024 Yayına Kabul Tarihi: 12.09.2024

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ÖZ | Bu çalışmanın amacı kadın çalışanlar açısından örgütsel destek algısı, iş performansı ve iş-aile çatışması arasındaki ilişkiyi ortaya koymaktır. Bu amaçla; Bayburt Üniversitesinde görev yapan 176 kadın çalışandan anket tekniği ile veri toplanmıştır. Elde edilen veriler SPSS ve AMOS istatistik paket programları aracılığıyla analiz edilmiştir. Yapısal eşitlik modelinin kullanıldığı çalışma bulguları örgütsel destek algısının iş-aile çatışmasını negatif yönde ve anlamlı, iş performansını ise pozitif yönde ve anlamlı etkilediğini; iş-aile çatışmasının ise iş performansını negatif yönde ve anlamlı etkilediğini ortaya koymuştur. Ayrıca çalışmada örgütsel destek algısı ile iş performansı arasındaki ilişkide iş-aile çatışmasının tam aracılık rolü üstlendiği sonucuna da ulaşılmıştır. Bir diğer ifadeyle, örgütsel destek algısının iş-aile çatışmasını azaltarak (aracı değişken) iş performansının artmasına yol açtığı tespit edilmiştir.

Anahtar Kelimeler: Örgütsel destek algısı, iş-aile çatışma, iş performansı

JEL Kodları: M10, M12, M19

Alan: İşletme

Türü: Araştırma

1. INTRODUCTION

The most important source of competition in today's competitive conditions is employees. Organizations should make continuous arrangements and improvements for their employees to perform efficiently and effectively. Because the performance of employees is related to the achievement of organizational goals. In other words, the performance of employees is equivalent to the performance of the organization. Therefore, elements that will contribute positively to performance should be emphasized. In this regard, this research focuses on examining the relationship between employees' perceptions of organizational support (POS) and their job performance (JB).

Organizational support, a key concept for 21st-century businesses, refers to employees' perception of feeling valued by their organization. Employees who perceive this support are more likely to display positive behaviors towards their organization (Eisenberger, Huntington, Hutchison & Sowa, 1986). Campbell & Wiernik (2015) define JB as the behaviors employees exhibit that contribute to organizational goals. Consequently, this study considers that POS can enhance JP. However, literature shows that the relationship between these two variables is complex and the relationship can be positive, negative or insignificant (Çelenk, 2024; Liu, Jing & Sheng, 2023). Some studies suggest POS may JP indirectly through mediators (Zhou & Ba, 2005; Turunç & Çelik, 2010), though few explore the underlying mechanisms (Patnaik, Mishra & Mishra, 2023). Therefore, it is assumed in the study that WFC may mediate this relationship.

Work and family are deeply intertwined and significantly influence each other in the lives of working individuals. People must fulfill the responsibilities of both roles, but sometimes these roles overlap, leading to conflict. For instance, family-related duties might interfere with work, or work might take precedence over family time. This role confusion, known as work-family (WFC) or family-work conflict (FWC), causes stress and can create problems both at home and at work. Given the difficulty of balancing these demands, it's essential to examine the impact of conflict on individuals and organizations, and to explore ways to minimize it for improved productivity. Organizations are only as successful as their weakest link, so support must be extended to all employees, with everyone expected to perform at a high level. However, studies on WFC often focus on women (Çarıkçı, Çiftçi & Derya, 2010; Kengatharan & Kunatilakam, 2020; Tolay & Baysal, 2020; Stankevičienė, Šimelytė, Tamaševičius, & Petkinytė, 2023). Although WFC can affect all employees, women are more likely to experience it due to the additional roles they take on. Despite their participation in the workforce, women still shoulder family responsibilities, increasing their

role conflict (Çarıkçı et al., 2010). This imbalance leads to constant conflict between work and family life, making it essential for organizations to recognize WFC and address female employees' needs to enhance their performance.

Literature has studied the individual effects of POS, WFC and JP, but there is no research exploring all three variables together. Specifically, there is a gap in understanding how WFC mediates the relationship between POS and JP. Examining this could fill existing gaps and offer a more comprehensive understanding of the topic. While POS and JP are typically studied across all employees regardless of gender, WFC is often examined specifically among women. This study's focus on women, considering academic and administrative roles within a university setting, offers a unique perspective. Understanding how WFC affects female employees' well-being and JP can improve support strategies and inform practical recommendations for work-life balance, ultimately enhancing JP. These insights can deepen our understanding of organizational behavior, human resource management, and work psychology.

2. THEORETICAL FRAMEWORK

POS refers to the general belief held by employees regarding the extent to which the organization values their contributions and cares about their well-being (Eisenberger et al., 1986). It implies that employees trust the organization to reward their extra efforts, fulfill their socio-emotional needs, and assist them in managing stressful situations (Rhoades & Eisenberger, 2002). Therefore, it represents employees' perception that their employers prioritize their personal well-being and value their efforts and contributions (Maan, Abid, Butt, Ashfaq, & Ahmed, 2020). Since organizational support is based on perception, employees may perceive it differently, even when sharing similar values and experiences within the same organization. Thus, it is not always necessary to implement numerous concrete actions to support employees. Simply creating an environment where employees feel that supportive activities exist can be enough to foster this perception (Kerse & Karabey, 2017).

POS is derived from the organizational support theory introduced by Eisenberger et al. (1986) and is underpinned by social exchange theory. Social exchange theory (Blau, 1964; Gouldner, 1960) suggests that employees who feel supported by their organization are more likely to appreciate it and engage actively in achieving its objectives (cited in Hong, Jeong, & Downward, 2019). If the organization treats its employees well despite having the option to act differently, employees feel supported. In this case, as a response to this positive

behavior, employees become more committed to and work harder for the organization (Howes, Cropanzano, Grandey, & Mohler, 2000). Therefore, an enhanced POS instills a sense of obligation in employees to prioritize the organization's well-being and assist in achieving its goals, which can be manifested through increased organizational commitment (Fuller, Hester, Barnett, & Relyea, 2006). Research indicates that POS is linked to numerous positive outcomes for both employees and organizations. For employees, it boosts intrinsic motivation, emotional commitment, and job satisfaction, thereby fostering greater job engagement (Maan et al., 2020). For organizations, it contributes to enhanced creativity, improved customer orientation, higher JP, and reduced employee turnover rates (Sun, 2019).

WFC is a subset of role conflict, a concept introduced by Kahn, Wolfe, Quinin, Snoek, and Rosenthal (1964). According to Kahn et al. (1964), role conflict emerges when an individual must simultaneously fulfill multiple roles that are potentially incompatible. In this framework, WFC represents a specific type of inter-role conflict where the demands of professional and personal life are to some degree mutually exclusive (cited in Greenhaus & Beutell, 1985). The conflict between family and work-related roles, or their negative impact on each other, leads to FWC or WFC (Cheung & Wong, 2013). FWC occurs when domestic responsibilities impinge on professional life, while WFC describes occupational pressures interfering with family life. Although these conflicts are closely related, research indicates that work roles tend to have a more significant impact on family roles (Mahpul & Abdullah, 2011).

WFC is often more prevalent among women, as they typically take on a larger share of family responsibilities due to traditional gender roles (Frone, Russell & Cooper, 1992; Eby, Casper, Lockwood, Bordeaux, & Brinley, 2005). This conflict arises when the demands of work and family roles become incompatible, leading to difficulties in effectively fulfilling both roles. In other words, WFC occurs when women's efforts to meet the demands of their work life impact their ability to fulfill family responsibilities, or vice versa (Gao, Shi, Niu, & Wang, 2013).

Elevated levels of WFC are associated with various factors, including competing demands, excessive workloads, and stress. The increasing prevalence of remote work and childcare responsibilities further exacerbates this conflict (Rabin, Goldberg & Blau, 2024). Research by Eby et al. (2005) indicates that high levels of FWC conflict are associated with increased stress, lower job satisfaction, and reduced career progression for women. This conflict can also affect their mental health and JP, as they may struggle to balance the dual demands of work and family.

WFC can stem from three primary sources: time, stress, and behavior. Time-based conflict arises when the temporal demands of one role limit the time available for another. Stress-based conflict occurs when pressure from one role affects performance in another. Behavior-based conflict emerges when the behavioral expectations of different roles are inconsistent with each other (Tewal, Lengkong, Pandowo, & Nelwan, 2021).

In order for organizations to survive under intense competitive conditions, their employees need to do their jobs as well as possible, that is, to show high JP. Because the overall performance of the organization is determined by the JP of its employees. In this context, JP can be expressed as the level of helping the employee to achieve the goals of the organization to which he/she is affiliated (Tewal et al., 2021). Therefore, the set of behaviors exhibited by the employee that are compatible with the goals and objectives of the organization are associated with JP (Williams & Anderson, 1991). According to Jamal (2007), job performance is the ability of individuals to successfully fulfill the tasks given at work by using the available resources. JP is a concept used to evaluate the performance of employees while performing job-related tasks (Caillier, 2010). In other words, JP deals with the measurable behaviors of employees that help the organization achieve its goals and the results of these behaviors (Viswesvaran & Ones, 2000). According to Chen & Silverthorne (2008), performance can be evaluated in three ways. The first is based on outputs, such as the number of sales; the second is individual appraisal by superiors; and the third is employee self-appraisal. As a result of this evaluation, performance can be perceived as productive or inefficient by the organization (Meyer & Peng, 2016). Therefore, JP refers to an employee's effectiveness and efficiency in fulfilling job responsibilities and achieving organizational goals. It encompasses the behaviors, actions, and outcomes that contribute to the employee's overall success and productivity while performing their duties (Vandai, 2024).

The study suggests that gender differences often influence the extent of WFC. Societal expectations position men as dominant in the workplace and women as primary caregivers at home. As women take on more active roles at work, they face increased conflict (Çarıkçı, 2002). Despite working, women are still expected to prioritize their roles as mothers and wives, putting them at a disadvantage in professional success and career advancement (Çarıkçı et al., 2010). This conflict can negatively impact women's job performance, but organizational support can help them overcome these challenges.

The study assumes that WFC is primarily examined from the perspective of women in the literature, so the sample consists only of women. To enhance the model, additional variables were included. Since other studies on 'employees' also

encompass female employees, these studies have been incorporated, leading to the development of the following hypotheses.

Today's competitive conditions have turned employees into individuals with high levels of education and the need to constantly compare themselves with others. Therefore, these employees will have high expectations from their organizations. Organizations, on the other hand, should be able to create a working environment where employees with this expectation can feel belonging to the organization, own it and establish commitment in order to increase their performance. At this point, it is thought that organizational support may be effective (Turunç & Çelik, 2010). Organizational support theory posits that employees form general perceptions about the extent to which their organization values their contributions and cares about their well-being. According to the principle of reciprocity, this POS creates a sense of obligation in employees to care for the organization's welfare and assist in achieving its objectives. Employees fulfill this obligation by developing stronger emotional ties to the organization and enhancing their performance (Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). Consequently, organizational support can be considered a significant factor in employees' decisions to increase their efforts and improve their performance (Eisenberger et al., 1986). A review of the literature reveals numerous studies demonstrating a positive correlation between POS and JB (Rhoades & Eisenberger, 2002; Arshadi & Hayavi, 2013; Serinikli & Kara, 2020; Kara, Kırpık & Kaya, 2021; Alagöz, 2023). Based on these findings, it can be inferred that POS is a predictor of JP. This understanding forms the basis for the hypothesis proposed in the current study.

H₁: POS has a positive and significant effect on JP.

When the work-family relationship is not effectively managed, it can result in conflict that may cause significant damage to individuals, organizations, and society as a whole (Obrenovic, Jianguo, Khudaykulov & Khan, 2020). Among the various factors contributing to WFC, organizational factors play a particularly crucial role. In today's environment, where organizations and workplaces face numerous daily challenges and pressures, and employees grapple with heavy workloads and various issues, organizational support can serve as a valuable resource in addressing these difficulties (Ebrahimi, Faraji, Nouri & Valiee, 2021). This support can help mitigate the negative impacts of WFC and contribute to a more balanced and productive work environment.

Organizational support plays a crucial role in enabling employees to perform their assigned tasks effectively and enhancing their overall well-being. Supportive organizations typically extend assistance to all employees, with

particular emphasis on those who must balance work demands with family responsibilities (Winston, 2022). Employees who perceive strong organizational support are likely to experience lower levels of WFC. This is because the support provided often mitigates the negative effects of such conflicts. Specifically, when employees feel that their organization actively creates conditions to reduce WFC, they are less prone to experiencing it (Andrade & Neves, 2022). Conversely, as WFC intensifies, employees may perceive their organization as inattentive to their needs, leading to a decrease in their POS. Therefore, when organizations successfully reduce WFC, employees' satisfaction with organizational performance increases, as does their POS (Ebrahimi et al., 2021). These assertions are corroborated by numerous research findings in the literature, demonstrating that organizational support can effectively mitigate WFC (Gurbuz, Turunc & Celik, 2011; Zheng & Wu, 2018; Zhao, Wang, Law & Fan, 2020; Ebrahimi et al., 2021; Ekmekci, Xhako & Camgoz, 2021; Rabin et al., 2024). Based on these studies, it can be inferred that POS is a predictor of WFC. This understanding forms the basis for the hypothesis proposed in the current study.

H₂: POS has a negative and significant effect on WFC.

The need for individuals to assume more than one role in their lives due to being a husband, wife, parent and social being constitutes the concept of WFC. Conflict arises when some motives cannot be fulfilled because they interfere with each other. Conflict at work or at home occurs when the individual is unable to fulfill their responsibilities, and one of the consequences of this conflict is related to JP (Rini, Yustina & Santosa, 2020). WFC that is not handled properly can become a long-term problem, which can have negative consequences on the work performance of the organization and employees (Tewal et al., 2021). When the literature is examined, it is seen that there are research results that WFC negatively affects JP (Çelik & Turunc, 2010; Yilmaz & Çağatay, 2023; Kengatharan & Kunatilakam, 2020; Warokka & Febrilia, 2015; Nart & Batur, 2014) and therefore the following hypothesis is formed.

H₃: WFC has a negative and significant effect on JP.

Organizational performance, which is shaped by the performance of employees, indicates that there is a reciprocal relationship between the employee and the organization. Employee performance is necessary for the performance of the organization, but for the performance of the employee, the organization must pay for it. In other words, in order for the employee to show high performance and thus achieve the goals of the organization, the organization needs to improve the working environment for the benefit of the employee. One of the steps the

organization can take in this direction should be to make the employee feel supported. Although it is stated that POS positively affects JP, there are also studies that show that the relationship is negative or insignificant (Çelenk, 2024). These differences between the study results suggest that the relationship between the two variables is shaped by other variables (Zhou & Ba, 2005; Turunç & Çelik, 2010). Therefore, in this study, WFC is considered as a mediating variable and the following hypothesis is formulated.

H₄: WFC plays a mediating role in the relationship between POS and JP.

3. METHOD

The population of the study consisted of 280 administrative and academic female staff working at Bayburt University in the 2022-2023 academic year. The survey form created with Google Form was shared with the appropriate channels and 176 surveys suitable for analysis were obtained. This number met the sample adequacy number calculated as 162 (<http://www.surveysystem.com/sscalc.htm>; Cohen, Manion & Morrison, 2002; Yıldırım & Şimşek, 2011).

Table 1 shows information about the demographic characteristics of the participants. 113 (64.2%) of the female employees participating in the research are in academic positions and 63 (35.8%) are in administrative positions; 79 (44.9%) were 25-35, 84 (47.7%) were 36-45, 11 (6.3%) were 46-55, and 2 (1.1%) were 56-66, 31 of them (17.6%) have a managerial position. 103 female personnel (58.5%) are married, and the husbands of 91 (51.7%) of the married female personnel are working. When evaluated in terms of the number of children, 36 (20.5%) have one child, 35 (19.9%) have two children, 11 (6.3%) have three children, 2 (1.1%) have more than three children and 19 of them (10.8%) do not have children. Finally, 51 (29%) of the employees are helped by their spouses, 16 (9.1%) by family members, 12 (6.8%) by paid helpers, and 24 (13.6%) cannot receive any assistance.

Table 1: Demographic Information About the Employees Participating in the Research

Variable	Category	f	%	Variable	Category	f	%
Type of position	Academic	113	64,2	Spouse working	Yes	91	51,7
	Administrative	63	35,8		No	12	6,8
Age	25-35	79	44,9	Number of children	None	19	10,8
	36-45	84	47,7		One	36	20,5
	46-55	11	6,3		Two	35	19,9
	56-65	2	1,1		Three	11	6,3
Managerial position	Yes	31	17,6		More than three	2	1,1
	No	145	82,4	Support	Spouse	51	29
Marital status	Married	103	58,5		Family members	16	9,1
	Single	73	41,5		Paid help	12	6,8
					No help	24	13,6

3.1. Scales

The questionnaire consists of 4 sections. The first section includes seven questions to determine demographic characteristics. In the second section, the scale developed by Eisenberger et al. (1986) and shortened by Eisenberger et al. (2001), which consists of 6 items and a single factor, was used to measure POS. In the third section, the scale developed by Netemeyer, Boles, & McMurrin, (1996), which consists of 2 factors (WFC and FWC) and a total of 10 items, was used to measure WFC. In the last section, a scale consisting of 4 items and a single factor, created by Kirkman & Rosen (1999), developed by Sigler & Pearson (2000), and adapted into Turkish by Çöl (2008), was used to measure JP. Responses to the items on the scales were requested using a 5-point likert scale (1 - Strongly Agree, 5 - Strongly Disagree).

3.2. Ethical Permissions for the Research

In this study, all the rules specified in the “Higher Education Institutions Scientific Research and Publication Ethics” were followed. None of the actions

specified under the second section of the Directive, "Actions Contrary to Scientific Research and Publication Ethics", have been carried out.

Ethics committee permission information

Name of the ethics review board = Bayburt University

Date of ethical assessment decision = 25.04.2023

Ethics assessment certificate number number = 130292-155/8

4. FINDINGS

The collected data underwent analysis using SPSS and AMOS software packages. The research methodology involved confirmatory factor analysis, followed by structural equation modeling to evaluate the complete theoretical model.

4.1. Factor and Reliability Analysis

Since the exploratory factor analysis of the scales used in the study was previously conducted, Confirmatory Factor Analysis (CFA) was directly applied. Since WFC will be considered in its entirety, the 2-factor structure confirmed by CFA was connected to a single factor with second-level CFA. In addition, necessary modifications were made among the items in the scales. Model fit indices for the scales appear to be within acceptable reference values (Table 2).

Table 2: Fit Index Values of the Scales

Indexes	Reference Value	POS	WFC	JP
CMIN/DF	$0 < \chi^2/sd \leq 5$	2,017	1,730	,419
GFI	>,90	,975	,941	,999
CFI	>,90	,984	,972	1
NFI	>,90	,968	,938	,999
TLI	>,90	,965	,962	1,010
RMSEA	<,08	,076	,065	,000

Cronbach's alpha values for reliability of the scales used in the research are .859 for POS; ,859 for WFC and ,871 for JP. Cronbach Alpha value can range between 0 and 1, and as it approaches 1, the reliability of the scale increases (Morgan, Leech, Gloeckner, & Barrett, 2004). Therefore, it can be stated that the scales are reliable.

4.2. Testing the Research Model

In order to test the effect of the WFC mediator variable, firstly, WFC was removed from the model and the extent to which the POS independent variable predicts the JP dependent variable was examined. As seen in Table 3, POS predicts JP to a low and significant extent. The fact that the direction of the effect is positive reveals that POS of female employees increases their job performance, albeit slightly. These data show that H1 is supported.

Table 3: Estimation Results of the Relationship between POS and JP

Predicted Variable	Predictor Variable	Standardized Regression Weights	S.E.	C.R.	p
JP	POS	,191	,173	2,136	,033

Then, the significance level of the effect of the mediating variable was evaluated using the bootstrap method. In the bootstrap method, the sample was increased by 2000, the (Bias-corrected confidence intervals) method, which gives confidence intervals at 95% level, was selected and a value of 1 was preferred as Bootfactor. Figure 1 shows the estimation results of the model tested in the AMOS program using the bootstrapping method. When the fit indices of the model are examined, it is seen that the goodness of fit values are at an acceptable level (Table 4).

Table 4: Fit Index Values of the Model

Indexes	Reference Value	POS
CMIN/DF	$0 < \chi^2/sd \leq 5$	1,681
GFI	>,90	,926
CFI	>,90	,964
NFI	>,90	,917
TLI	>,90	,951
RMSEA	<,08	,062

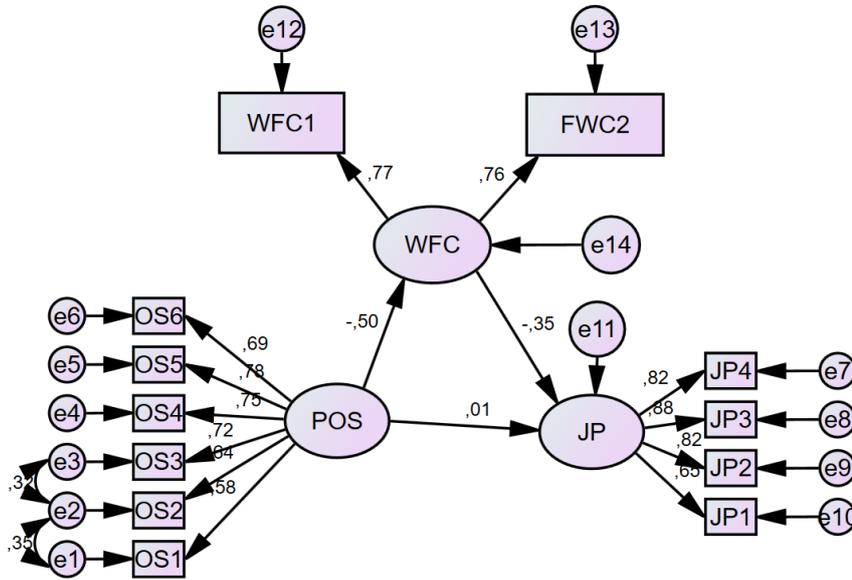


Figure 1: Displaying Standardized Estimation Results on the Model

While testing the hypotheses, the estimation results of the model are given in Table 5. As can be seen from the table, the hypothesis ‘POS has a positive and significant effect on job performance.’ is not significant. POS significantly and negatively affects WFC (-0,499 and $p=0,000$). This shows that H2 is supported and an increase in POS decreases WFC. The effect of FWC on JP is negative and significant (-0,352 and $p=0,003$). This reveals that an increase in WFC decreases JP and therefore hypothesis H3 is supported.

Table 5: Estimation Results of the Structural Model

Predicted Variable	Predictor Variable	Standardized Regression Weights	S.E.	C.R.	p
WFC	POS	-,499	,112	-4,418	,000
JP	WFC	-,352	,226	-2,981	,003
JP	POS	,009	,199	,085	,932

$p < ,05$

Direct effects, indirect effects and total effects in the model in terms of the mediating variable (WFC) are shown in Table 6. WFC has a mediating role in the effect of POS on JP. Because, besides the direct effect between POS and JP (0,009), there is an indirect effect between POS and JP (0,176) which is transmitted through WFC and this indirect effect indicates that WFC plays a

mediating role between POS and JP. The direct effects between WFC and JP (-0,352) and between POS and WFC (-0,499) are significant.

Table 6: Direct, Indirect and Total Effects of Latent Variables

Variables	Impacts	POS	WFC	JP
WFC	Direct	-,499	,000	,000
	Indirect	,000	,000	,000
	Total	-,499	,000	,000
JP	Direct	,009	-,352	,000
	Indirect	,176	,000	,000
	Total	,185	-,352	,000

In order to measure the mediating role of WFC in the effect of POS on JP, firstly, WFC was excluded from the model and the direct effect of POS on JP was examined. This effect was found to be significant (0,191 and $p=0,033$). Then, the analysis was renewed by adding WFC to the model. In this case, the effect of POS on JP was not significant (0,009 and $p=0,932$). According to the Bootstrap test result, the effect of the mediating variable was also significant (Table 7). The fact that the effect of POS on JP loses its significance with the addition of WFC to the model shows that WFC plays a full mediating role in the interaction between POS and JP. In this case, H4 was supported.

Table 7: Significance Level of the Mediator Variable

Relation	Unmediated Direct Impact	Mediated Direct Impact	Indirect Impact
POS-WFC-JP	,191 ($p=,033$)	,009 ($p=,932$)	,176; %95; CI (,039; ,369) (significant, full mediator)

5. CONCLUSION AND SUGGESTIONS

The long-term survival of organizations depends on their competitiveness. One of the factors indicating competitiveness is performance. Performance is the result of the employee's labor and effort in a certain period of time (Barutçugil, 2002). Therefore, the performance of the employees of the organization shapes the overall performance of the organization. In this context, it can be stated that organizations should make improvements on both personal and organizational factors in order to increase the performance of their employees.

In this study, JP is discussed only in terms of female employees and it is emphasized that female employees should be supported for their performance. In addition, it was thought that WFC, which is stated to be frequently experienced especially by female employees, may mediate the relationship between support and performance. Modern life has raised the level of education and increased career expectations. This situation has brought economic difficulties and caused women to actively participate in business life (Tolay & Baysal, 2020). Women who start to show themselves in business life can either disrupt their work life because of their home life or their home life because of their business life. This can create an imbalance in their lives and lead to conflict. Conflict can create stress and unrest for women. Therefore, not being able to keep up with housework or work-related tasks and not being able to do justice to what needs to be done that lead to conflict, in short, not being able to carry the responsibilities of home and work, can also lead to low work-related performance. As an employee, a decrease in a woman's JP is an undesirable situation for their organization. Because the organization can achieve its goals at the level of performance of its employees. Being aware of this situation, the organization should be aware of the fact that it should not withhold its support in order for the employee not to experience conflict and to have high JP.

This study proposed and confirmed two hypotheses. The first hypothesis, "POS positively and significantly influences JP," was supported by the analysis, indicating that organizational support enhances JP. This finding aligns with previous research in the field (Rhoades & Eisenberger, 2002; Arshadi & Hayavi, 2013; Serinkli & Kara, 2020; Kara et al., 2021; Alagöz, 2023). The second hypothesis, "POS negatively and significantly affects WFC", was also confirmed. The results demonstrate that organizational support mitigates WFC. This outcome is consistent with existing literature (Gurbuz et al., 2011; Zheng & Wu, 2018; Zhao et al., 2020; Ebrahimi et al., 2021; Ekmekci et al., 2021; Rabin et al., 2024). In the study, a third hypothesis was developed as 'WFC has a negative and significant effect on JP. According to this hypothesis, it is expected that female employees who experience conflict will have low JP. The results of the analysis confirm this expectation and therefore this hypothesis is also accepted. This result supports the studies in the literature that there is a negative and significant interaction between variables (Çelik & Turunç, 2010; Yılmaz & Çağatay: 2023; Kengatharan & Kunatilakam, 2020; Warokka & Febrilia, 2015; Nart & Batur, 2014). The study also investigated the mediating role of WFC and found that it fully mediates the relationship between POS and JP. These results indicate that POS influences JP both directly and indirectly through its impact on WFC.

The obtained results have revealed that female employees need to perceive that the organization supports them, and this can lead to positive outcomes within the organization. For this reason, organizational managers are recommended to create a supportive environment for their employees. In other words, managers should be able to provide an organizational environment where women are proud of their achievements, their well-being is considered, they are valued, they are taken into consideration, and they are ready to help when needed. Finally, one of the factors that managers evaluate in order for organizations to gain and maintain competitive advantage is job performance. Although it is desirable for JP need to be implemented for this is to reduce WFC. As the research results show, if female employees do not experience WFC, their JP may increase. Therefore, identifying factors that will reduce WFC and creating an organizational environment that will enable this may be beneficial. This study can raise awareness about the impact of WFC on women's job performance and highlight the positive role of organizational support. It can guide managers by showing the importance of implementing policies that reduce WFC. Additionally, by emphasizing that women may face more conflict in the workplace, the study can promote gender equality policies and help create more equal working conditions. It can also encourage further research on women's work-family balance and contribute to expanding the literature in this area.

The study focuses solely on female employees at a university, limiting the generalizability of its results. Future research could address both genders and compare variables between men and women. Additionally, the study could be replicated in various sectors, and the research model could be enhanced by incorporating additional relevant variables.

6. CONFLICT OF INTEREST STATEMENT

There is no conflict of interest between the authors.

7. FINANCIAL SUPPORT

No funding or support was received from this information.

8. AUTHOR CONTRIBUTIONS

SK: Idea, Design, Supervision, Collecting and processing resources, Analysis and interpretation, Literature review, Writer, Critical Review

9. ETHICS COMMITTEE STATEMENT AND INTELLECTUAL PROPERTY COPYRIGHTS

Ethics committee principles were complied with in the study and necessary permissions were obtained in accordance with the principles of intellectual property and copyrights.

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