SRPH Journal of Applied management and Agile Organisation
Volume 2, Number 1: (1-11), 2020
Available online at :http://sjamao.srpub.org/

The study of prerequisites effects and organizational results of supportive Family behaviors

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Article history:

Received date: 08 October, 2019
Review date: 27 November 2019
Accepted date:22 December 2019

Keywords:
clerk family support, performance, commitment, satisfaction

Abstract

Increasing development of technology and creation of phenomenon such as globalization, immigration, anthropology changes, companionship development of woman clerks and changes of job and life expectations lead on to the employers 'motivation for executing numerous methods of job-family, because the managers of these companies are confronted with numerous absences, leave of absence request and even resignation request due to clerks' family problems. Considering this matter, the main goal of the study is the investigation of prerequisite effects, organizational results and guardian's behaviors for supporting clerks' family. In order for reaching the goal, the research participants, which involve 218 people of Rudaki electricity department's clerks in Tehran, were selected. Sample volume was regarded as full-number. After collecting data, which was inferential statistics and structural equations, it was analyzed by Amos and SPSS software. The results clarified the effects of prerequisites, organizational results and guardian's behaviors on supporting clerks' family in Rudaki electricity department of Tehran.

Please cite this article as: Sheikh Al Eslami N,. Ahmadi Chehre Bargh S,. Azoogh Z. 2020. The study of prerequisites effects and organizational results of supportive Family behaviors SRPH Journal of Applied management and Agile Organisation Volume 2, Number 1: (1-10)

Introduction:

Human resources are the most worthwhile capital for each organization, because other factors such as technology, capital and etc. depend on human resources. Despite technological and technical developments of new era, answering necessity to basic needs of clerks in every organization is first priority. Because achieving organizational goal is under the pledge of securing goals and legitimate rational requests of human resources. Furthermore, securing needs of human resources is under the pledge of causing the organization to achieve its goals and mission through its clerks. Psychological health promotion in job environment was considered as one of the most important dimension for developing and improving human resources of organizations. Using creative reflective healthy human resources is first priority for country development, because it has been considered that utilizing healthy physical and mental forces has an influence over development of individual and organizational improvement level (Sanei & et al ,2004). Therefore, mangers focus on human resources and the effective factors that have an influence on them.

On the other hand the increasing development of technology, the creation of phenomenon such as globalization, immigration and anthropology changes and a collection of deserved command group cause employers to attract, harmonize and keep clerks with different backgrounds. Nowadays, the employers use alternatives such as flexible work times, shorter work times, cooperative work, remote work, children attention services and special leave for child birthing to ease, improve and keep balance among job, life and welfare of clerks in advanced organizations. However, the studies of such methods have led on to indecisive results (Anderson, Kaffi & Bairli 2002) and some employers have reported difficulties for executing these methods of their own organizational culture (Rayan & Kask 2008; Tampson 2008). Thus, life-job researchers have considered an important movement toward something more than job-family methods and going toward a change in organizational culture.

It shows that, despite all technological developments, human resources are still the most important part of organization. Securing clerks' needs and stimulus creation isn't only done by securing finance. In addition to

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[DOI: 10.29252/sjamao.2.1.1]

financial dimension, this matter has cause organizations' managers to notice stimulus spiritual needs of their clerks. Therefore, the research investigated guardian's behaviors for supporting clerk family, considering a new dimension of organization's clerks needs and using all powers of organization to improve clerks' performance.

Review of literature:

Because of the subject's importance, some investigations have been done locally and universally. Zheo and et al(2016) show that role ambiguity has a negative effect on productivity of clerks' insecurity. But, guardian's support indirectly has a positive effect on productivity of clerks' insecurity (through the decrease of role's ambiguity).

Jo and et al's (2015) research under the heading *supportive guardians improve daily life of clerks: guardians' role on the influence of daily work's volume over life satisfaction by job-family conflict.* It is a multilevel approach that clarifies daily changes of work volume's effect on life satisfaction by creating job-family conflict. In addition, it refers to the role of supportive guardians that effect on this daily relation.

Koog and et al's (2015) research under the heading *supportive apprehensive role of guardian and organizational identification in job satisfaction* shows that guardian's support has a positive relation with job satisfaction among medical teachers. And organizational identification can be considered as a mediator between guardian's support and job satisfaction.

Las Hers and et al (2015) have investigated the influence of guardian's supportive behaviors for family over job performance and clerk's intention of financial circulation, and they have considered the direct and indirect effects of (through positive development of job-family) guardian's supportive behaviors for family. The research model was based on protection theory of resources and border theory. In order for testing model, writers have collected the data from three Latin countries which were Brazil, Chile and Ecuador. The results show the intensive effect of guardian's supportive behavior for family over job performance and the intention of national financial circulation.

Koong (2013) used a model, which involved 1012 clerks of Chinese excursion industry, for analyzing relation between job and family, supportive guardians, job's competence, job's attachment and job satisfaction data. The findings show that there is a positive relation between job-family supportive behavior of guardians and job's competence, and there is a positive relation among job's competence, positive corporation, job's corporation and job satisfaction.

Jiang (2012) tested a new model, which involves the relations of organization's clerks and different kinds of job-life conflict as variables that result clerks' relations with organization results, in his article. In addition, he investigates the probable influences of a leadership which is revolution oriented and justice-oriented, and support-family's plans of job place over clerks. He also investigates job-family interference and its relations with guardians. The results show that time interference of job-life, individual notice and justice-oriented are mainly in connection with the quality of clerks' relations with organization. Policy adopting methods of job-life noticeably has relation with the level of understanding of job-life conflict.

Esmaeeli and et al (2015) study the effects of social supports (family and guardian) over clerks' job fatigue with regarding to the role of job-family conflict as a mediator. The results show that the social support of family and guardian with regarding to the role of job-family conflict as a mediator can effect on clerks' job fatigue. The final result of the study shows that, in order for preventing awful effects of job fatigue, some measurements should be done for increasing the support of guardian and family, and decreasing job-family conflict.

Nader pour's (2014) thesis shows that there is a negative and significant relation among job-family conflict, duty performance and job satisfaction. There is also a positive and significant relation among apprehensive organizational support, duty performance and job satisfaction. Job-family conflict and apprehensive organizational support can predict duty performance and job satisfaction.

Jalali nezhad's (2014) thesis under the heading prediction of job obligation based on job features and guardian's support among the clerks of an industrial organization investigates the behavior of guardian's support. The results show that there is a positive and significant relation among job features (skill variety, duty identity, assignment importance, duty autonomous of each job), job obligation and its factors

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(powerfulness, attraction and job dedication). There is a positive and significant relation among guardian's support, job obligation and its factors (powerfulness, attraction and job dedication).
Arab zadegan's (2011) thesis shows that job interest has a significant relation with family-job conflict, health, guardian's support and family support. Furthermore, recognition of support can create more positive effects. According to the findings, it could be suggested to the managers and organizations that they should try more for creating job interest and supporting clerks.
Research model
The conceptual model of the research is that of the Estrab's (2012) article. Individual and background levels are independent variables for guardian's support about clerks' family support which is the main variable of the research. Although supportive behavior toward clerk's family is considered as an independent variable for output factors of clerks' level, Output factors of clerks' level, which is a dependent variable, are evaluated by job satisfaction, performance and commitment.

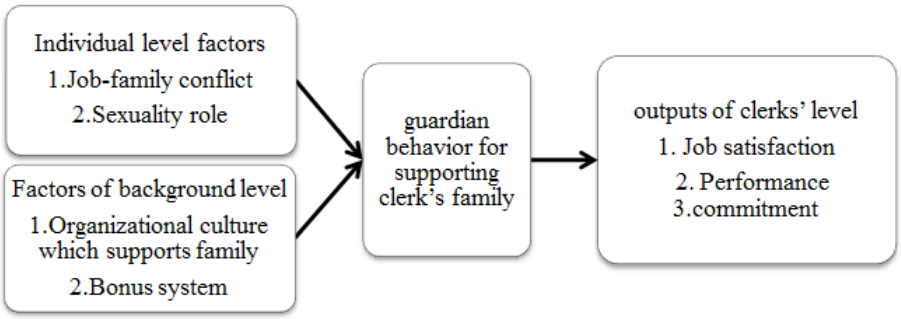


Figure1. Conceptual model of the research (reference: Esterab, 2012)

Variables:
Guardian's behaviors concerning support for clerk's family: Thomas and Ganster define a supportive guardian of the family as a person who sympathizes with clerks' interest in order for searching a balance between job and family responsibilities. Guardian's behaviors concerning support for clerk's family are an active behavior which encourages creativity toward improving the current situation and challenges the status quo. Active behaviors, which have attracted much attention to themselves in compilations, are: problem sale, help, call and the behavior of accepting responsibility. Problem sale mean active persuading upper level guardians for paying attention to supportive subjects (Datoon & Ashford, 1993). Helping behavior explains some efforts for helping others (Van din & Lapin, 1998). Calling behavior clarifies the active efforts by clerks in order for speaking with managers, challenging the status quo and removing individual dissatisfaction. Responsibility acceptance means volunteering and effective efforts by each clerk in order for having influence over changes of organizational performance and according to the ways of performing job internal background, job units or organizations (Murison & Phillips 1999).
Factors of individual level: during an individual's lifetime, experiences are causing the creation of many different beliefs and attitudes about different subjects and events. An individual's Different beliefs and attitudes about different subjects and events are the factors of individual level.
Job-family conflict: Biotel and Green house (1985) defines job-family conflict as a kind of inter-role conflict, in which the pressure resulting from roles of job-family enclosure is incompatible in some aspects. Therefore, playing a role (job or family) causes difficulty in doing another one.
Sexuality role: a collection of social and behavioral norms in a particular culture which suits an individual with an obvious sex. Sexuality role involves states, behavior, actions and personal features which is related to a particular sexuality of that culture.
Factors ob background level: environmental beliefs and attitudes about different subjects, measurements and events which are resulting from a unique community.

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Supportive organizational culture of family: organizational culture is main values, data and interprets of approaches which clarifies features of an organization and appears in four different organizational cultures. These four types include ethnic, eldership specific, market and hierarchy. Thus, that culture which considers main values and data of an organization from the direction of supporting family is focused.
Bonus system: an individual will be paid well for compensating its efforts in the organization, its power and time which are consumed for achieving organizational goals, and for compensating an individual's creativity for finding and using the best and the newest ways of working in the organization (Estrab ,2012).
Performance: performance is an action's result (a measurable value will be created). Performance is the results' comparison with some selected patterns and references or some induced internal and external ones. Performance is the goals' achievement by an individual, an organization and a process (Estrab ,2012).
Commitment: organizational commitment as a dependent variable articulates a power which makes an individual to stay in an organization and forces it to eagerly work for the organization. It means that commitment is accompanied by some generator behaviors. A person who has high organizational commitment remains in the organization, accepts it and he/ she tries or maybe dedicate for achieving those goals.Job satisfaction: job satisfaction will be increased by satisfying an individual's job stimulus, and shortening the distance between an individual's needs and its understanding or attitude toward potential skills for satisfying these needs (Saatchi ,2008).

Methodology:

The present study was a descriptive and measurable one. The data was collected by studying some library books, magazines, MA thesis and investigating some documents, and it also was collected by some electronic references such as internet etc. in addition to library methods, a standard synthetic researcher-made questionnaire was also used for collecting data. The research participants involved the clerks and managers of Rudaki region's electricity department. According to some researches about Rudaki region's electricity department, the clerks of the department were 218 people. After collecting data, it was analyzed by Amos and SPSS softwares. The data was analyzed by analyzing emphasized factor (CFA) and structural equations model (SEM) during two main phases.
Normality test
Normality of data was analyzed by colmogrof-smirnof test of SPSS software.

Table1: colmogrof-smirnof test results

Variable	Amount SIG
Family-job conflict	0.165
Sexuality role	0.113
Supportive organizational culture of family	0.111
Bonus system	0.112
Guardian's behaviors about supporting clerks' family	0.134
Job satisfaction	0.124
Commitment	0.145
Performance	0.123

Therefore H_1 hypothesis, which is in connection with the abnormality of questionnaires' data about variables, was failed and H_0 hypothesis, which involved the normality of data, was confirmed by KS.
Analysis of confirmation factorial:
Analysis of confirmation factorial provides a confirmation test for the research's measuring norms and it shows that, how much measured variables can explain the systematic and the rationality of model's entered

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factors. The most important goal of analysis of confirmation factorial is the determination of defined model's power in accompanied with observed collections of data (Mohsenin & Esfidani, 2014: 38).

Fitting scales of model:

Fitting model determines some insertions which support data of variance-covariance models and structural equations model. First, analysis of confirmation factorial for all variables was done and fitting scales amount for the first model (main) was:

2.09 =/df χ^2 ،RMSEA=0.072، CFI=0.904 ، NFI=0.905 ،SRMR=0.068, IFI=0.906

Convergent validity:

The results in the following table show that other scales were good except cob-family conflict which has low AVE. because factorial burden of all factor's questions was upper than 0.5 and its CR amount was more than 0.6, therefore, it wasn't removed from the questions. In addition, Cr amount and Cronbach's Alpha for all factors were suitable.

Table2: convergent validity of the research's variables

Factor name	AVE > 0.5	CR > 0.7	Alpha > 0.7
Family-job conflict	0.454	0.848	0.848
Sexuality role	0.570	0.865	0.866
Supportive organizational culture of family	0.539	0.823	0.814
Bonus system	0.516	0.881	0.883
Guardian's behaviors about supporting clerks' family	0.600	0.882	0.844
Job satisfaction	0.521	0.849	0.844
Clerks' Commitment	0.557	0.900	0.899
Performance	0.559	0.807	0.799
Guardian's behaviors about supporting clerks' family	0.600	0.882	0.883

Separation validity:

Separation validity refers to the subject that, how far is a factor from other variables? (HIr & et al 2010).

Table 3: about the estimation square of factor's inner correlation and related AVE

	1	2	3	4	5	6	7	8
Family-job conflict(1)	0.454							
Sexuality role(2)	0.412	0.570						
Supportive organizational culture of family(3)	0.203	0378	0.539					
Bonus system(4)	0.186	0.191	0.173	0.516				
Guardian's behaviors about supporting clerks' family(5)	0.044	0039	0015	0.066	0.60			
Job satisfaction(6)	0.161	0.222	0.121	0.276	0.021	0.521		
Clerks' Commitment(7)	0.258	0.278	0.143	0.25	0.023	0519	0.557	
Performance(8)	0.222	0.213	0.122	0.299	0.062	0.222	0.385	0.599

Main diameter of Matrix shows the related AVE

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Hypotheses test:

Figure 2 shows the first model's measurement. The results show that assumed relations are significant and the model has suitable fitting.

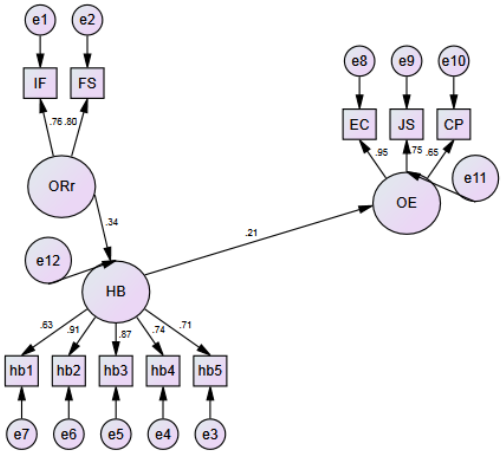


Figure2. Main hypotheses

In the first main hypothesis: It was predicted that organizational prerequisites influence over guardian's behaviors concerning clerks' family support. Obtained coefficient of the path shows those organizational prerequisites, which equal 0.34 has an effect on guardian's behaviors concerning clerks' family support.

In the second main hypothesis: It was predicted that guardian's behaviors concerning clerks' family support influence over organizational results. Obtained coefficient of the path shows those guardian's behaviors concerning clerks' family support, which equal 0.34 has an effect on organizational results. The secondary hypotheses of this research were tested in a separate model. Figure 3 shows the results of secondary hypotheses. The model has suitable fitting.

2.58 =/df χ^2 ،RMSEA=0.086، CFI=0.92 ، NFI=0.92 ،SRMR=0.063، IFI =0.91

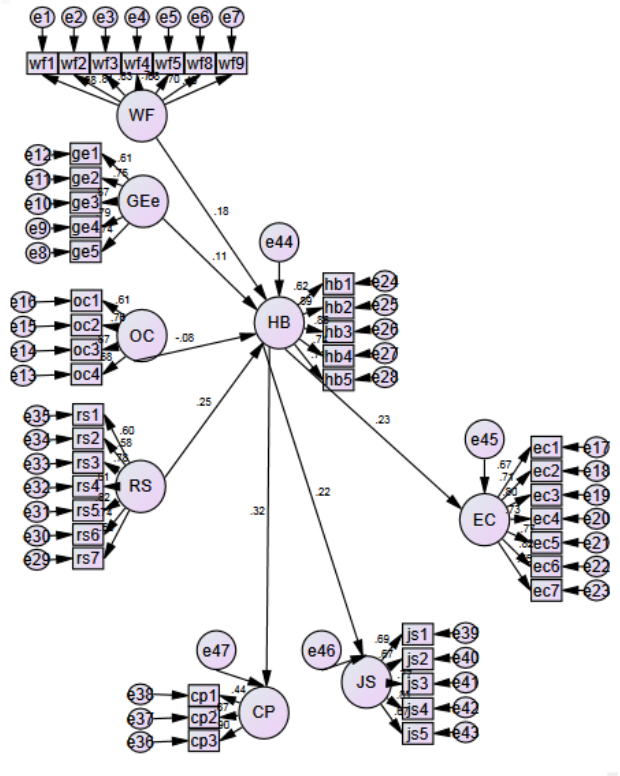


Figure3. Secondary hypotheses (effect coefficient)

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Table4: hypotheses and their measurement results

Hypothesis	path coefficient	t statistic	test's result
Main 1: organizational prerequisites have an influence over guardian's behaviors concerning clerk's family support. Confirmation of hypothesis	0.34	3.71	confirmed
Main 2: guardian's behaviors concerning clerk's family support have an influence over organizational results. Confirmation of hypothesis	0.21	2.75	confirmed
Secondary1: job-family conflict has an influence over guardian's behaviors concerning clerk's family support. Confirmation of hypothesis	0.18	2.35	confirmed
Secondary 2: sexuality role has an influence over guardian's behaviors concerning clerk's family support. failure of hypothesis	0.11	1.44	failed
Secondary3: bonus system has an influence over guardian's behaviors concerning clerk's family support. Confirmation of hypothesis	0.25	3.23	confirmed
Secondary 4: supportive organizational culture of family has an influence over guardian's behaviors concerning clerk's family support. Failure of hypothesis	0.85-	1.13-	failed
Secondary5: guardian's behaviors concerning clerk's family support have an influence over job satisfaction. Confirmation of hypothesis	0.22	2.79	confirmed
Secondary6: guardian's behaviors concerning clerk's family support have an influence over performance. Confirmation of hypothesis	0.32	4.01	confirmed
Secondary7: guardian's behaviors concerning clerk's family support have an influence over commitment. Confirmation of hypothesis	0.23	2.88	confirmed
Secondary8: factors of individual level have an influence over guardian's behaviors concerning clerk's family support. Confirmation of hypothesis	0.21	2.37	confirmed
Secondary9: factors of background level have an influence over guardian's behaviors concerning clerk's family support. Failure of hypothesis	0.12	0.762	failed

The obtained results of regression and structural equations model are compared in the following table

Table5: The obtained results of regression and structural equations model

Hypothesis	results base on regression	results based on structural equations
Organizational prerequisites have an influence over guardian's behaviors concerning clerk's family support.	Confirmed	Confirmed
Guardian's behaviors concerning clerk's family support have an influence over output level of clerks.	Confirmed	Confirmed
Job-family conflict has an influence over guardian's behaviors concerning clerk's family support.	Confirmed	Confirmed
Sexuality role has an influence over guardian's behaviors concerning clerk's family support.	Failed	Failed
Bonus system has an influence over guardian's behaviors concerning clerk's family support.	Confirmed	Confirmed
Supportive organizational culture of family has an influence over guardian's behaviors concerning clerk's family support.	Failed	Failed
Guardian's behaviors concerning clerk's family support have an influence over job satistaction.	Confirmed	Confirmed
Guardian's behaviors concerning clerk's family support have an influence over performance.	Confirmed	Confirmed
Guardian's behaviors concerning clerk's family support have an influence over commitment	Confirmed	Confirmed

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Result:

According to findings, the obtained results of data analysis and hypothesis test were explained in this chapter. First main hypothesis: organizational prerequisites have a positive influence over guardian's behaviors concerning clerk's family support. The result is in accordance with Esterab's (2012) research.

Second main hypothesis: the results show that according to %95 confidence level, significant level is smaller than standard deviation. Guardian's behaviors concerning clerk's family support have a positive influence over outputs of clerks' level. The result is in accordance with Anderson and et al's (2002) research.

The result of first secondary hypothesis: job-family conflict has an influence over guardian's behaviors concerning clerk's family support. The result shows that according to %95 confidence level, significant level is smaller than standard deviation and job-family conflict has an influence over guardian's behaviors concerning clerk's family support to the extent of 0.179 and because t statistic for the relation between these two variables is more than 96/1, therefore, job-family conflict has a positive influence over guardian's behaviors concerning clerk's family support. Concernning job-family conflict, Esterab's (2012) researches shows that job-family conflict has a positive influence over guardian's behaviors concerning clerk's family support.

Second secondary hypothesis: sexuality role has an influence over guardian's behaviors concerning clerk's family support. The result shows that according to %95 confidence level, significant level is bigger than standard deviation. Therefore, sexuality roles don't have a significant influence over guardian's behaviors concerning clerk's family support. The result isn't in accordance with Esterab's (2012) research. It could be said that all guardians include both men and women understand the necessity of supportive behaviors toward clerk's family through time passing and clarifying the obligatory creation of balance between home and job environment for effective usage of human resources. Although, women are concern about men and the relation between job and family (Powel ,2003), the usage of these supportive behaviors for improving organizational performance causes that equally both men and women guardian pay more attention to these behaviors. But, these matter needs to be investigated much more than before.

Third secondary hypothesis: bonus system has a positive influence over guardian's behaviors concerning clerk's family support. The result is in accordance with Esterab's (2012) research. It could be said that lack of bonus systems is a good reason for the managers' lack of supportive behaviors.

Fourth secondary hypothesis: according to obtained results, supportive organization culture of family doesn't have a significant influence over guardian's behaviors concerning clerk's family support. So, the results aren't in accordance with the ex-results and Esterab's (2012) research. It could be inferred that supportive behaviors are something beyond connective matters, as it was said, nowadays, supportive behaviors are become an essential matter and the main duty of managers. Because their connections with organizational performance has been confirmed. Therefore, it was observed that using bonus system is more effective than supportive culture of family toward these supportive behaviors. But it could be emphasized again that it needs more researches.

Fifth secondary hypothesis: guardian's behaviors concerning clerk's family support have a positive influence over job satisfaction. The review of literature shows that there is a positive relation between using supportive behaviors toward family by managers and clerks' job satisfaction. So, the result is in accordance with Esterab's (2012) research.

Sixth secondary hypothesis: the obtained results show that guardian's behaviors concerning clerk's family support have a positive influence over performance. So, the result is in accordance with Esterab's (2012) research. It could be understood that supportive behaviors can reduce clerks' tension and stress and it is a big affective help for them, and it also promote their performance level. In fact, reducing stress can increase their concentration in job environment and reduce their mental disturbances. Finally, it has a positive influence over their performances.

Seventh secondary hypothesis: the results show that according to %95 confidence level, significant level is smaller than standard deviation and guardian's behaviors concerning clerk's family support have an influence over clerks' commitment to the extent of 0.266 and because t statistic for the relation between these two variables is more than 96/1, therefore, guardian's behaviors concerning clerk's family support have a positive influence over clerks' commitment. So, the result is in accordance with Esterab's (2012) research.

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According to obtained results concerning the research hypotheses, it could be suggested to organizations that:

• It should be concentrated on two levels of effective individual factors and effective environmental factors for improving supportive behaviors toward clerks' family.

• It should be comprehensively looked at individual an environmental matters for improving supportive behaviors toward clerks' family. Since, a mono-dimensional look toward these matters is not effective.

• Managing director should know that job value is defined by personal's effective results in organizations and it has been considered as a sole economic output. Therefore, human resources' investment for achieving organizational goals is accounted as its own disturbance.

• Managing director, who affords huge policy making, should know that family as the first made organization in society is the founder of a main part of human fate and it plays an important role for determining future life's right side, morality, health and one's performance in its job environment.

• it is recommended to human references' assistances that they should receive more information about the quality of individual's family life, the amount opposition between job and their personal life and the difficulties that their job create in their personal life through private meetings and employing psychologists. Therefore, they should help clerks for creating a balance.

• it is suggested that apart from individuals' sexuality and low-rank managers, using supportive behaviors must be announced as an obligatory instruction in offices.

• It is recommended to top managers that they should provide a justice bonus system for promoting supportive behaviors toward clerks' family.

• It is recommended to top managers of the organization that they should remind clerks' family members in special ceremonies and festivals.

• It is recommended to top managers of the organization that they should congratulate to clerks' spouse for creating stimulus in their anniversary.

• It is recommended to executive managers that they should mind clerks' family issues, perceive their family situation and improve their own relations with them for promoting clerks' output level.

• Organizations should properly respond by flexibility and recognition of clerks' family and personal needs. It will be a good stimulus for good working of personals in organizations.

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[DOI: 10.29252/sjamao.2.1.1]