

THE INFLUENCE OF FAMILY SUPPORTIVE ORGANIZATIONAL CULTURE ON WORK-FAMILY CONFLICT IN WORKING MOTHERS

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Abstract

The increasing participation of women in the workforce has expanded the role of mothers as individuals responsible not only for their families but also for the demands of their jobs. This condition increases the risk of *work-family conflict* (WFC), a conflict that arises from a misalignment between the demands of work and family life. This conflict has been identified as a critical issue in industrial and organizational psychology because it affects psychological well-being, job satisfaction, organizational commitment, productivity, and employee turnover intentions. One organizational factor believed to be able to reduce *work-family conflict* is *family supportive organizational culture* (FSOC), an organizational culture that supports a balance between work and family through policies, values, norms, and support from leaders and colleagues. This conceptual article aims to examine the relationship between *family supportive organizational culture* and *work-family conflict* in working mothers through a synthesis of theories and the results of recent empirical research. The study was conducted using a *narrative literature review method* by examining various scientific articles published in accredited national journals and reputable international journals in the fields of psychology, organizational behavior, and human resource management. The study results show that a family-friendly organizational culture acts as an organizational resource capable of reducing *work-family conflict* through work flexibility, supervisor support, coworker support, easy access to family-friendly policies, and reduced stigma against employees who carry out family responsibilities. Based on *Conservation of Resources Theory*, *Role Theory*, and *Spillover Theory*, FSOC contributes to creating a balance between work and family roles so as to improve the psychological well-being of working mothers. This article emphasizes that strengthening a family-friendly organizational culture is an important strategy in supporting work-family balance and sustainable organizational performance and serves as a foundation for future empirical research.

Keywords: *family supportive organizational culture*, *work-family conflict*, working mothers, work-family balance, industrial and organizational psychology.

Background

Women's participation in the workforce has increased significantly in recent decades as a result of economic development, rising educational levels, and greater employment opportunities for women. This situation has encouraged more women to take on dual roles as workers and mothers. While women's involvement in the workforce contributes to family well-being and economic development, working mothers face more complex challenges in balancing work demands and family responsibilities. An imbalance between these two roles has the potential to give rise to *work-family conflict* (WFC), a conflict between roles when work and family demands conflict, so that the fulfillment of one role hinders the fulfillment of the other (Greenhaus & Beutell, 1985). Various studies have shown that *work-family conflict* is associated with increased work stress, *burnout*, mental health disorders, decreased job satisfaction, low organizational commitment, and increased turnover intentions (Allen et al., 2020; French et al., 2024). These impacts make *work-family conflict* a strategic issue in the study of industrial and organizational psychology. Working mothers are a group that is more vulnerable to *work-family conflict* because, in addition to carrying out professional responsibilities, they also shoulder a large share of domestic responsibilities, such as childcare and household management. According to Shockley

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et al. (2017), working women tend to experience higher levels of work-family conflict than men due to the greater demands of their dual roles. This situation is increasingly evident in the health, education, and service sectors, which require high workloads, long time commitments, and emotional involvement in work (Wayne et al., 2022). Therefore, managing work-family conflict depends not only on individual abilities but is also influenced by the support provided by the organization where they work. One organizational factor considered capable of reducing *work-family conflict* is *Family Supportive Organizational Culture* (FSOC), namely an organizational culture that supports the balance between work and family through values, norms, policies, and leadership behavior that are responsive to the needs of employees' families. Thompson, Beauvais, and Lyness (1999) explain that a family-friendly organizational culture allows employees to carry out family responsibilities without worrying about experiencing negative consequences for their careers. Furthermore, Kossek, Pichler, Bodner, and Hammer (2011) through a meta-analysis of more than 72,000 respondents found that perceptions of a family-supportive organizational culture had a significant negative relationship with *work-family conflict* and were positively related to job satisfaction, organizational commitment, and psychological well-being. *The Conservation of Resources Theory* perspective proposed by Hobfoll (1989) also explains that organizational support is an important resource that helps individuals maintain a balance between work and family demands, thereby reducing the emergence of inter-role conflict.

In Indonesia, research on *work-family conflict* still focuses more on its impact on job satisfaction, *burnout*, job stress, or turnover intention, while studies specifically discussing *Family Supportive Organizational Culture* as a protective factor against *work-family conflict* in working mothers are still relatively limited. However, the increasing number of women in the workforce demands that organizations develop a more inclusive, adaptive, and family-friendly work culture. Based on these conditions, this conceptual article aims to integrate various theories and empirical findings regarding the influence of *Family Supportive Organizational Culture* on *Work-Family Conflict* in working mothers. This study is expected to enrich the development of theories in industrial and organizational psychology while providing a scientific foundation for organizations in designing a work culture that supports psychological well-being, work-family life balance, and sustainable organizational performance.

Family Supportive Organizational Culture Concept

Family Supportive Organizational Culture (FSOC) is an organizational culture that emphasizes the importance of supporting employees' work-family balance. This concept evolved from the *work-life balance paradigm*, which views organizations as not only oriented toward achieving productivity but also responsible for the psychological and social well-being of employees. From an industrial and organizational psychology perspective, FSOC is understood as a set of organizational values, norms, beliefs, and practices that enable employees to fulfill their family responsibilities without sacrificing career development or experiencing negative consequences in the workplace. According to Greenhaus and Powell (2006), organizations that are able to create a harmonious relationship between work and family will produce a healthier work environment, increase job satisfaction, strengthen organizational commitment, and encourage the creation of work-life balance. Furthermore, Kossek, Pichler, Bodner, and Hammer (2011) explain that employee perceptions of a family-friendly organizational culture have a stronger influence on reducing *work-family conflict* than simply having formal family-friendly policies.

Conceptually, FSOC consists of four main dimensions: **managerial support**, career **consequences**, organizational **time demands**, and coworker **support** (Thompson, Beauvais, & Lyness, 1999). Management support reflects the extent to which leaders understand employees' family needs and provide flexibility in carrying out work. Career consequences reflect the low perception that the use of family-friendly policies will hinder promotions or performance appraisals. Organizational time demands indicate a work culture that does not consider long working hours a primary indicator of loyalty and success, while coworker support reflects the existence of a working relationship that is mutually supportive when employees face family demands. These four dimensions form an organizational climate that supports a balance between work and family life, thereby improving employee psychological well-being. The relationship between FSOC and employee well-being can be explained through *Conservation of Resources Theory* (Hobfoll, 1989, 2001), which states that individuals strive to acquire, maintain, and protect their resources to cope with the various demands of life. In an organizational context, a supportive family culture is an organizational resource that helps employees reduce the loss of energy, time, and psychological resources due to work and family demands. Furthermore, *Social Exchange Theory* (Blau, 1964) explains that when organizations show concern for the needs of employees' families, individuals will feel support and fairness and are encouraged to reciprocate through increased commitment,

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loyalty, work engagement, and performance. Thus, a supportive organizational culture not only benefits individuals but also increases the effectiveness of the organization as a whole.

For working mothers, *Family Supportive Organizational Culture* plays a crucial role because this group faces more complex role demands than other workers. Organizational support in the form of flexible working hours, family-supportive supervisor behaviors (*FSO*), easy access to family-friendly policies, and a work culture that de-stigmatizes family responsibilities can help working mothers manage various role demands more effectively. Research by Hammer et al. (2009), Kossek et al. (2011), and Wayne et al. (2022) shows that organizations with a family-friendly work culture are able to reduce *work-family conflict* , reduce *burnout* , increase *work engagement* , job satisfaction, and employee retention. Therefore, FSOC is not only seen as a human resource management strategy, but also as a protective factor that supports psychological well-being, work-family balance, and sustainable organizational performance.

The Concept of Work–Family Conflict

Work–Family Conflict (WFC) is a key concept in industrial and organizational psychology that explains the existence of interrole conflict resulting from a mismatch between the demands of work and family life. This concept was first comprehensively introduced by Greenhaus and Beutell (1985), who defined *work–family conflict* as a form of interrole conflict when pressures from work and family conflict, making participation in one role more difficult due to involvement in the other. This conflict occurs because individuals have limited resources, such as time, energy, and attention, so that increased demands in one domain will reduce the individual's ability to meet demands in the other domain. Therefore, *work–family conflict* is seen as a consequence of an imbalance between work and family roles that can affect both individual well-being and organizational effectiveness (Allen et al., 2020).

Greenhaus and Beutell (1985) classified *work-family conflict* into three main dimensions: *time-based conflict* , *strain-based conflict* , and *behavior-based conflict* . *Time-based conflict* occurs when the time spent fulfilling work demands reduces an individual's opportunity to fulfill family roles, or vice versa. *Strain-based conflict* arises when pressure, fatigue, or stress experienced in one role interferes with the performance of another role. Meanwhile, *behavior-based conflict* occurs when effective behavioral patterns in the work environment do not align with expected behaviors in the family environment. These three dimensions illustrate that work-family conflict is influenced not only by time constraints but also by psychological pressures and differences in behavioral demands inherent in each role.

From a *Role Theory perspective* , individuals simultaneously perform multiple social roles, so the demands of each role have the potential to cause conflict if not managed effectively (Kahn et al., 1964). Furthermore, *Spillover Theory* explains that experiences gained in one domain of life can spill over *into* other domains, either positively or negatively (Edwards & Rothbard, 2000). When individuals experience high work pressure, emotional exhaustion, or excessive workload, these conditions can be carried over into the family environment, increasing *work-family conflict* . Conversely, positive experiences at work, such as organizational support and work flexibility, can create *positive spillover* that helps individuals better fulfill their family roles. Thus, *work-family conflict* is influenced by the interaction between individual characteristics, job demands, family support, and organizational culture.

For working mothers, *work–family conflict* is a greater challenge because they must simultaneously fulfill their professional roles and responsibilities as mothers and homemakers. Various studies have shown that high levels of *work–family conflict* are associated with increased stress, *burnout* , mental health disorders, decreased job satisfaction, low *work engagement* , and increased turnover intentions (Kossek et al., 2021; Wayne et al., 2022; French et al., 2024). Therefore, efforts to reduce *work–family conflict* are essential. Family support is not only an individual responsibility but also requires organizational support through the creation of a family-friendly work culture. In this context, a *Family Supportive Organizational Culture* is seen as an organizational resource capable of helping working mothers achieve a balance between the demands of work and family life, thereby minimizing inter-role conflict and improving psychological well-being.

Supporting Theory

The relationship between *Family Supportive Organizational Culture* (FSOC) and *Work–Family Conflict* (WFC) can be explained through several key theories in industrial and organizational psychology, namely *Conservation of Resources Theory* (COR Theory), *Spillover Theory* , and *Role Theory* . These three theories explain that conflict between work and family is not only influenced by individual characteristics, but also by the availability of resources, inter-role interactions, and the organizational environment. In the context of working mothers, a family-supportive organizational

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culture is seen as a protective factor that can help individuals manage work and family demands more effectively, thereby reducing the risk of *work-family conflict*. *The Conservation of Resources Theory* (COR Theory), developed by Hobfoll (1989, 2001), explains that individuals strive to acquire, maintain, and protect their resources, such as time, energy, social support, health, and emotional stability. Psychological stress arises when individuals lose resources, face the threat of losing resources, or fail to obtain desired resources. In the work context, *Family Supportive Organizational Culture* is a form of organizational resource that can help employees reduce stress caused by work and family demands. Supervisor support, flexible working hours, family-friendly policies, and a work environment that does not stigmatize family responsibilities enable working mothers to maintain their psychological resources, thus reducing the risk of experiencing *work-family conflict*. Therefore, the stronger the family-supportive organizational culture, the greater the individual's ability to maintain a balance between work and family life.

In addition to COR Theory, the relationship between work and family can also be explained through *Spillover Theory* proposed by Edwards and Rothbard (2000). This theory states that experiences, emotions, attitudes, and behaviors that occur in one domain of life will be carried over (*spill over*) to other domains. *Spillover* can be negative or positive. *Negative spillover* occurs when pressure, fatigue, or stress from work affects the quality of family life, thereby increasing *work-family conflict*. Conversely, *positive spillover* occurs when positive experiences at work, such as organizational support, harmonious work relationships, and work flexibility, improve the quality of relationships within the family. In the context of FSOC, a family-supportive organizational culture plays a role in creating *positive spillover* so that individuals are able to carry out both roles in a more balanced and productive manner.

Meanwhile, *Role Theory*, introduced by Kahn et al. (1964), explains that every individual simultaneously performs various social roles, such as employee, spouse, and parent. Each role has different demands, expectations, and responsibilities, potentially leading to conflict if the individual's resources are insufficient to meet all of these demands. For working mothers, role conflict often arises because work demands clash with childcare and household management responsibilities. In such circumstances, *Family Supportive Organizational Culture* functions as an organizational mechanism that helps reduce the stress caused by role conflict by providing social support, work flexibility, and family-friendly policies. Therefore, the integration of *Conservation of Resources Theory*, *Spillover Theory*, and *Role Theory* provides a strong theoretical foundation to explain that a family-supportive organizational culture is an important factor in reducing *work-family conflict* and improving the psychological well-being of working mothers.

Synthesis of Previous Research

Research on *Family Supportive Organizational Culture* (FSOC) and *Work-Family Conflict* (WFC) has grown rapidly in the past two decades. Numerous studies have shown that a family-supportive organizational culture is one of the most effective organizational factors in reducing conflict between work and family life. Greenhaus and Beutell (1985) explained that *work-family conflict* occurs when work and family demands conflict, making it difficult for individuals to simultaneously fulfill both roles. Since the introduction of this concept, further research has focused on identifying organizational factors that can reduce this conflict, including organizational culture, supervisor support, work flexibility, and family-friendly policies. One of the most influential studies was conducted by Kossek, Pichler, Bodner, and Hammer (2011) through a meta-analysis of 115 samples with more than 72,000 respondents. The results showed that perceptions of a family-supportive organizational culture had a significant negative relationship with *work-family conflict* and a positive relationship with job satisfaction, organizational commitment, and psychological well-being. These findings suggest that the effectiveness of family-friendly policies is determined not only by the existence of formal policies, but also by an organizational culture that encourages employees to utilize these policies without worrying about career consequences. Similar results were reported by Hammer et al. (2009), who found that family-supportive supervisor behaviors (*FSSB*) play an important role in reducing *work-family conflict*, increasing *job satisfaction*, and strengthening *work engagement*.

Recent studies further reinforce the importance of FSOC in improving employee psychological well-being. Wayne et al. (2022) found that organizations that implement a flexible and family-supportive work culture have lower levels of *burnout* and *work-family conflict* than those that maintain a rigid work culture. Similarly, French et al. (2024) reported through a systematic review that organizational support, work flexibility, and positive relationships with supervisors are protective factors that can reduce work stress and improve employee mental health. These findings align with *Conservation of Resources Theory* (Hobfoll, 1989), which explains that organizational support is a crucial resource that helps individuals maintain energy, time, and psychological well-being while coping with work and family demands.

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However, most previous studies have focused on examining the direct relationship between organizational support, work flexibility, or supervisory behavior with *work-family conflict*. Research specifically examining *Family Supportive Organizational Culture* as a comprehensive organizational culture construct is still relatively limited, especially in the context of working mothers in developing countries, including Indonesia. Furthermore, most studies use a quantitative approach, resulting in limited discussion of the integration of theories and conceptual mechanisms explaining how FSOC influences *work-family conflict*. Therefore, this conceptual article attempts to integrate various empirical findings with *Conservation of Resources Theory*, *Spillover Theory*, and *Role Theory* to explain the relationship mechanism between *Family Supportive Organizational Culture* and *Work-Family Conflict* in working mothers. This synthesis is expected to enrich the development of theory in industrial and organizational psychology and serve as a basis for further empirical research in formulating a more comprehensive conceptual model.

Proposed Conceptual Model

Based on a synthesis of previous theories and research findings, this article proposes a conceptual model explaining that *Family Supportive Organizational Culture* (FSOC) plays a role as an organizational factor capable of reducing *Work-Family Conflict* (WFC) in working mothers. This model is built on the integration of *Conservation of Resources Theory* (Hobfoll, 1989, 2001), *Role Theory* (Kahn et al., 1964), and *Spillover Theory* (Edwards & Rothbard, 2000). These three theories explain that a family-supportive organizational culture provides psychological, social, and structural resources that help individuals manage work and family demands so that inter-role conflict can be minimized. In the proposed model, *Family Supportive Organizational Culture* is positioned as an independent variable influencing *Work-Family Conflict*. An organizational culture characterized by management support, work flexibility, supervisor support, coworker support, and family-friendly policies enables working mothers to obtain sufficient resources to carry out their roles as employees and family members in a balanced manner. Conversely, organizations with a rigid work culture, high time demands, and minimal support for family needs tend to increase psychological stress and increase the likelihood of *work-family conflict*. Therefore, the higher the level of *Family Supportive Organizational Culture*, the lower the level of *Work-Family Conflict* experienced by working mothers.

This conceptual model also explains that the relationship between FSOC and WFC occurs through the mechanism of strengthening individual resources. Based on *Conservation of Resources Theory*, organizational support helps individuals maintain energy, time, and psychological well-being, thereby reducing resource losses due to dual role demands. Furthermore, *Spillover Theory* explains that positive experiences gained at work, such as supervisor support and work flexibility, will be carried over to family life in the form of *positive spillover*, so that the quality of family relationships improves and work-family conflict decreases. On the other hand, *Role Theory* explains that organizational support reduces the misalignment of inter-role demands so that working mothers can carry out their various roles more effectively. Thus, this article proposes that *Family Supportive Organizational Culture* is a strategic factor in creating a work environment that supports work-family balance. This conceptual model contributes to the development of industrial and organizational psychology theory by positioning organizational culture as a key mechanism in reducing *Work-Family Conflict* in working mothers. In addition, this model can be used as a basis for further empirical research to test the direct and indirect relationships between FSOC and WFC, as well as to develop models involving mediating variables, such as *psychological well-being*, *work engagement*, or *perceived organizational support*, as well as moderating variables, such as number of children, work flexibility, or spousal support.

Theoretical and Practical Implications

This conceptual article contributes to the development of industrial and organizational psychology studies by integrating *Conservation of Resources Theory* (Hobfoll, 1989, 2001), *Role Theory* (Kahn et al., 1964), and *Spillover Theory* (Edwards & Rothbard, 2000) in explaining the relationship between *Family Supportive Organizational Culture* (FSOC) and *Work-Family Conflict* (WFC). The integration of these three theories shows that *work-family conflict* is not only influenced by individual characteristics, but also by organizational culture that shapes the availability of psychological, social, and structural resources for employees. Thus, this article broadens the perspective of *work-family conflict research*, which has previously focused more on individual factors, by positioning organizational culture as an important determinant in creating a balance between work and family life. Furthermore, this article reinforces the concept of *Family Supportive Organizational Culture* as a more comprehensive organizational construct than simply providing family-friendly policies. A synthesis of various studies shows that the effectiveness of organizational policies is highly

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dependent on the values, norms, supervisor behavior, and coworker support that shape the day-to-day organizational culture (Kossek et al., 2011). Therefore, this article provides a conceptual foundation for developing a research model that examines the direct and indirect relationships between FSOC and *work-family conflict*, including through mediating variables such as *psychological well-being*, *work engagement*, *job satisfaction*, and *perceived organizational support*, as well as moderating variables such as work flexibility, spousal support, and number of children.

Practical Implications

From a practical perspective, the synthesis of the results in this article suggests that organizations need to build a work culture that supports a balance between work and family life as part of their human resource management strategy. This support is realized not only through the provision of formal policies, such as flexible working hours, *remote working*, family leave, or employee welfare programs, but also through leadership behavior that provides emotional and instrumental support to employees with family responsibilities. An organizational culture that supports families enables working mothers to carry out their various roles more effectively, thereby reducing *work-family conflict*, reducing work stress and *burnout*, and increasing job satisfaction, work engagement, and organizational commitment. Another practical implication is the importance of making *Family Supportive Organizational Culture* part of an organization's strategic policy, especially in sectors dominated by women, such as hospitals, education, government, and the service industry. Organizations need to develop training for supervisors on *Family Supportive Supervisor Behaviors*, strengthen communication regarding the use of family-friendly policies without stigma, and create a work climate that values the balance between work and family life. The implementation of a supportive organizational culture is expected not only to improve the psychological well-being of working mothers, but also provide benefits to the organization through increased productivity, employee retention, service quality, and the sustainability of organizational performance in the long term.

Conclusion

This conceptual article confirms that *Family Supportive Organizational Culture* (FSOC) is an organizational factor that plays a significant role in reducing *Work-Family Conflict* (WFC) among working mothers. Based on a synthesis of various theories and empirical findings, a family-supportive organizational culture provides psychological, social, and structural resources that help working mothers balance the demands of work and family life. This support is realized through work flexibility, supervisor support, coworker support, family-friendly policies, and an organizational culture that does not impose negative consequences on employees who carry out family responsibilities. Therefore, the stronger the family-supportive organizational culture, the lower the level of *work-family conflict* experienced by working mothers.

The integration of *Conservation of Resources Theory*, *Role Theory*, and *Spillover Theory* shows that *Family Supportive Organizational Culture* not only functions as an organizational resource that protects individuals from stress due to dual roles, but also creates *positive spillover* between work and family life. This condition allows working mothers to maintain psychological well-being, increase job satisfaction, strengthen *work engagement*, and reduce the risk of *burnout* and turnover intentions. Therefore, an organizational culture that supports families needs to be seen as part of an organization's strategy to improve employee well-being while supporting the achievement of organizational goals.

This article provides a theoretical contribution by integrating various perspectives in explaining the relationship between FSOC and WFC and offers a conceptual model that can be the basis for further empirical research. Future research is recommended to test this conceptual model in various work sectors by considering mediating variables, such as *psychological well-being* and *perceived organizational support*, as well as moderating variables, such as work flexibility, spousal support, number of children, and job characteristics. Thus, understanding the mechanism of the relationship between *Family Supportive Organizational Culture* and *Work-Family Conflict* will be more comprehensive and able to provide more appropriate recommendations for the development of family-friendly organizational policies.

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