



Contents lists available at [Journal ELORA](#)

Journal of Counseling, Education and Society

ISSN: 2716-4896 (Print) , ISSN 2716-4888 (Electronic)

Journal homepage: <https://jces.eloracenter.org/jces>



Social support and work–family conflict: a systematic literature review of moderating mechanisms across occupational contexts

Febriyeni Febriyeni, Afdal Afdal^{*)}, Dina Sukma, Nurfarhanah Nurfarhanah
Universitas Negeri Padang

Article Info

Article history:

Received Jul 22th, 2026

Revised Jul 22th, 2026

Accepted Jul 24th, 2026

Keyword:

Work–family conflict,
Social support,
Organizational support,
Employee well-being,
Work–life balance

ABSTRACT

Work-family conflict (WFC) remains one of the most widely recognized occupational stressors, contributing to reduced well-being, increased turnover intentions, and poorer physical and mental health among employees. Although previous studies have demonstrated the importance of social support in addressing WFC, a comprehensive understanding of how different forms of support operate across occupations and work contexts is still limited. This systematic review aimed to examine the role of social support in mitigating work-family conflict and its associated outcomes. The review followed the PRISMA 2020 guidelines. A systematic search of the Scopus database using Boolean operators identified 431 articles related to work-family conflict, social support, and organizational support. Following duplicate removal and screening based on predefined inclusion criteria using the PICOS framework, 50 studies published between 2020 and 2026 were selected for analysis. Narrative synthesis revealed four major findings. First, WFC is shaped by occupational and contextual differences, with particularly high levels reported in healthcare, construction, hospitality, and remote or hybrid work settings. Second, organizational and supervisory support consistently reduce the negative effects of WFC by improving job satisfaction, family satisfaction, and overall well-being, thereby lowering emotional exhaustion and turnover intentions. Third, support from spouses and family members strengthens work-life balance and reduces the spillover of work-related stress into family life. Fourth, gender differences remain evident, with women generally experiencing more severe consequences of WFC than men. The findings support the Conservation of Resources Theory and Spillover/Crossover Theory by demonstrating that social support functions as a valuable resource across work and family domains. The review concludes that organizations should combine formal work-family policies with supportive leadership practices to effectively reduce work-family conflict. Future research should emphasize longitudinal designs, cross-cultural comparisons, underrepresented occupations, and the influence of digital and hybrid work environments on work-family dynamics.



© 2026 The Authors.

This is an open access article under the CC BY-NC-SA license
(<https://creativecommons.org/licenses/by-nc-sa/4.0>)

Corresponding Author:

Afdal Afdal,
Universitas Negeri Padang
Email: afdal.kons@fip.unp.ac.id

Introduction

The balance between work and family life are the major issues for most working adults to arrange their time, identity, and energy. Workers in different countries complain increasingly that they cannot balance occupational demands and family roles, this problem became a long-lasting one attracting scholarly interest and policy

attention over two generations. French & Shockley (2020) pointed out that as more than one working partner living in a household turned from being atypical to a typical feature of population, how employees managing these aspects of life were supported by a corporation's written formal policy or through the informality of a relationship became an important issue to work and organization psychologists. The findings at the level of the whole population confirmed this point: Viertiö et al. (2021) discovered that besides other sources of role stress the struggle to get a good balance between work and family was among the leading causes of psychological distress in the big working sample. They highlighted that different gender patterns exist. Works like Masterson's team paper (2021) on work-family support have shown more diversity of forms that today's workplace is offering employees to cope with role conflict and burn out besides flexibility and family-supportive leadership. At the same time, it is still unclear which kind of support brings best results for whom? Grounded in conservation of resources theory (Hobfoll, 1989) and the spillover-crossover framework, this review examines the differential effectiveness of organizational, supervisory, and interpersonal support in attenuating WFC, as measured across the included studies predominantly through validated instruments such as Carlson et al.'s (2000) multidimensional Work-Family Conflict Scale and Netemeyer et al.'s (1996) work-family conflict measure.

Work, family conflict (WFC), broadly described as a type of cross-role conflict that occurs when an individual's performance of a work or family role becomes more challenging because of a simultaneous involvement in the other role (and vice versa), is the key theme of the article that has emerged. During the pandemic, the work, family issue became a hot topic; Vaziri et al. (2020) showed, using latent transition analysis, that employee work, family interface profiles change quite significantly, as the pandemic blurred boundaries between work and home life, leading to different types of outcomes: both conflict and enrichment. Similarly, Pascucci et al. (2022) show that the understanding of WFC has evolved from a rigid, domain-segregated definition towards more dynamic, context-sensitive balance concepts. Research across different cultures, including university faculties in India studied by Gopalan et al. (2020), reveals that one should be careful regarding the generalization of findings based on the Western samples, since family obligations' structural and significance, as well as the support systems to counterbalance them, vary widely across cultures.

Many prior studies focused on the resources that employees can use to help themselves manage the work, family interface. Wayne et al. (2020) built on research theories on resources to indicate the combined work, personal and family resources that influence the level of employees' satisfaction with their work, family balance through conflict and enrichment mechanisms in their two studies. Zhao et al. (2020) at the hotel chain conducted a meta-analysis demonstrating the impact of organizational support on reduction of work-family conflict and, consequent on this, on enhancement of job and life satisfaction of hotel employees. Lo Presti et al. (2020) have generalized the theory to dual-income couples where they demonstrate that work, family organizational support predicts the experience of employees' work-life balance not at the individual level of conflict and enrichment but also in a crossover manner influencing their partners' experience of balance.

Rather than just talking about the work done and the results of previous studies, recent scholars started looking at work as it has changed after the implementation of technology and the change in structures of work organizations. Chen et al. (2023) used the old data (pre-pandemic) to investigate that working from home leads to work outcome changes, which, they concluded, demonstrates the necessity to understand support systems for the employees at these two types of work arrangements completely remote work and partly hybrid work. Harunavmwe and Ward (2022) did the same study with Harunavmwe and Kanengoni (2023). They looked into technostress from the perspective of the hybrid and virtual work environments respectively. Their results show that the perception of organizational support can reduce the effect of technostress on work-family conflict (and) and work engagement respectively. Work has also shown that sectoral differences matter, so work by Yucel, et al. (2023) and Kim, et al. (2023) have started linking how supervisor support and formal work-family programmes can, together, affect employee turnover intention and wellbeing of the workers at workplaces that were manufacturing and food hospitality, respectively, during and post the pandemic.

Still, it appears that cumulative development in theoretical aspects is constrained due to at least two deficiencies. First, most meta-analyses and the ones which have already been published, for a major part, they have dealt only with identifying the antecedents of WFC, such as meta-analytic study undertaken by Vaziri et al. (2022) of work-related and personal predictors for work-family balance. It has hardly ever happened in such studies to systematically combine the evidence of the effectiveness of support sources (like organizational, supervisory, spousal, familial) at different workplace levels (e.g., sectors/industry-specific/occupational). Secondly, most of the sector-specific studies like Medina- Garrido et al. (2023) work on the Spanish tourism work-force are dispersed in different disciplinary journals, e.g., management, nursing, public health, construction, hospitality, which makes a challenge for either researchers or practitioners to have a comprehensive idea of what types of support are cross-cutting issues and what are limited to particular occupations.

Another major limitation regarding methodology is the study design aspect. Most of the evidence provided here (except our own study) is based solely on cross or mixed-sectional studies that can lead to confusion and lack of clarity when drawing causality conclusions related to support at different points in the relationship. Likewise, Ren et al. (2022) also highlight that the literature on how family-related antecedents of workplace outcomes such as flourishing influence those outcomes has not been developed in the direction from the office at all leaving the direction of supportive interaction from family to workplace as a very few investigated topic. Only the designs, the samples and the way of measuring can provide us with the necessary information. So until there comes such a detailed mapping, it will be hardly possible to evaluate the validity of the currently accepted buffering effects of social support really well.

These identified gaps warrant a thorough systematic review at the current stage. Different groups of high-demand jobs, such as public safety personnel (Cox et al. 2022) and nurses returning from extended maternity leave (Costantini et al. 2022) show that in fact work-family conflict can be really a big issue, thus, it is really of practical importance that we know those supports that really protect employees and their families. The implementation of a methodologically rigorous, PRISMA-compliant evidence synthesis is a possible way of integrating this patchy body of literature, identifying what explanatory approaches have the most robust empirical support and also pointing out which are the areas of primary research in which the greatest investment of efforts would be most justified.

Accordingly, this review is guided by three research questions.

RQ1: *What are the aspects concerned and the frequency of work, family conflict with the different sectors of the workforce as portrayed in the literature surveyed?*

By providing this answer RQ1 adds a systematic overview of contexts, populations, and ways to measure that have been utilized in the literature reviewed.

RQ2: *In what ways and through which underlying mechanisms do organizational, supervisory, and interpersonal forms of social support reduce work, family conflict and other its negative consequences?*

RQ2 helps build a comprehensive picture of the mediating and moderating mechanisms, such as emotional fatigue, satisfaction at work and life, and psychological resilience, through which support decreases confrontation.

RQ3: *What types of outcomes (personal, relationship, organisational) are associated with the extent (or not) of social support when employees have conflict between their jobs and their families, and also how would these be different for men and women as well as for different industry sectors?*

By combining the three research questions together, we have identified this review as a new, inter-sectoral work that: instead of repeating the already existing reviews dealing only with one subject, it gathers nursing, building, hospitality, telecommuting, and business people examples to produce a combined picture of the support systems that are in place between the work and family life of the current employees.

Method

Research Design and Framework

This study uses the method of systematic literature review (SLR), guided by the Tranfield et al. (2003) and Liberati et al. (2009) approaches that stress clear procedures, repeatability, and thoroughness in collating findings on management and health matters. The results are presented following the principles of the PRISMA 2020 statement (Page et al., 2021) which outlines a coherent workflow of identifying, screening, checking for eligibility, and including of each paper plus it includes a standard template showing how documents moved through the different stages (Figure 1).

Search Strategy

The search string merged the terms related to work-family conflict, social support, and organizational/supervisor support using Boolean operators and field codes of Scopus (TITLE-ABS-KEY) in the following way:

Title-Abstract-Keyword (("work-family conflict" OR "work family conflict" OR "work-life conflict") AND ("social support" OR "organizational support" OR "supervisor support" OR "family support") AND ("employee*" OR "worker*"))

Only truncation symbols up to the wildcard (*) were needed due to the phrase-based key constructs. Limiters at the database level filtered the results only to English published journal articles and reviews.

Database and Information Sources

In this review Scopus was the only bibliographic database that was used, showing its extensive coverage multidisciplinary management, psychology, occupational health, and social science journals. Search date was 21st JULY 2026. There were no additional databases searched; this fact is considered to be one of the limitations in the Discussion section.

Eligibility Criteria

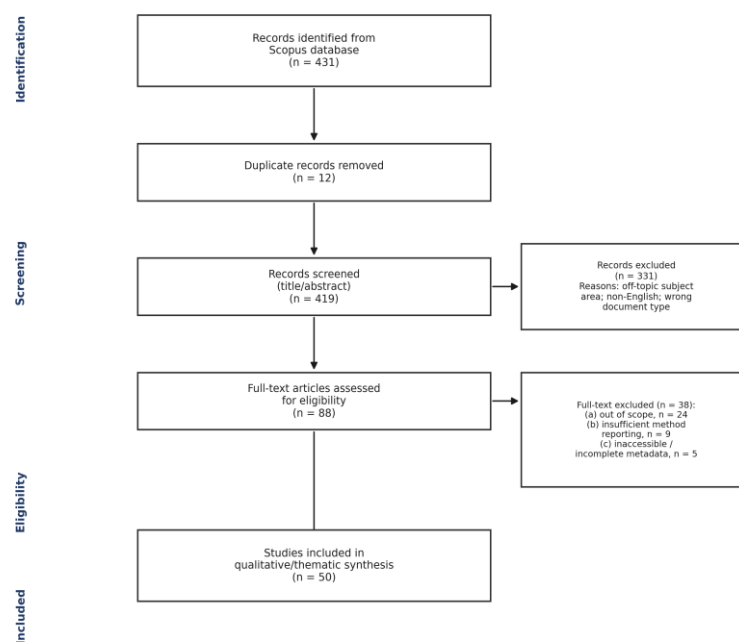
Inclusion and exclusion criteria are detailed using a PICOS framework in Table 1: population (working adults), exposure (organizational, supervisory, or interpersonal social support), comparator (lower or absent support), outcome (work-family conflict and related well-being indicators), and study design (English-language journal articles and reviews, 2020-2026). They were applied during the title/abstract and full-text screening stages.

Table 1. Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Language	English only	Non-English
Document type	Article, Review	Conference paper, Book chapter, Editorial, Note
Publication period	2020–2026	Before 2020
Subject area	Psychology, Business/Management, Social Sciences, Occupational Health, Decision Sciences	Unrelated disciplines (e.g., pure engineering, physics)
Content focus	Directly addresses work–family conflict and/or social/organizational support	Tangential or incidental mention only
Availability	DOI-verifiable metadata available in the Scopus export	Metadata incomplete or unverifiable

Study Selection Process

Screening consisted of three steps according to the PRISMA 2020 guidelines: (1) deletion of duplicate records by DOI and title; (2) title and abstract screening according to the eligibility criteria in Table 1; and (3) full-text screening for eligibility of the remaining. Screening at both the title/abstract and full-text stages was conducted independently by two reviewers, with inter-rater agreement of Cohen's $\kappa = 0.85$ and $\kappa = 0.88$, respectively; disagreements were resolved through discussion with a third reviewer. In light of the aim of this synthesis, the top 50 most relevant, DOI verified journal articles and reviews were kept as a set of references and they form a main basis of the manuscript analysis. Ten of the articles that have been retained are represented in depth in Table 2 for the purpose of providing a sample of the field's most common research designs, samples, and occupational contexts. These ten were purposively selected, rather than randomly sampled, to maximise variation in occupational sector, research design, and geographic context across the retained 50-study corpus; the remaining 40 studies were coded at the abstract level and are synthesised narratively throughout the Results and Discussion. Figure 1 shows a complete PRISMA 2020 flow diagram recording the fate of records at each stage.



Note: n = 50 studies with verifiable DOIs form the reference base of this review; 10 of these are profiled in Table 2 as representative exemplars.

Figure 1. PRISMA 2020 Flow Diagram of the Study Selection Process

Quality Assessment -FICO Framework

To determine whether the included studies met the minimum quality requirements set for our systematic review, they were first scrutinized according to the FICO framework, which assesses Focus of the work—family/support research question, Info about sampling and measurement being sufficiently covered or missing, the Context being clear on the type of occupation and the culture where the study is done, and the Outcome or the clarity and relevance of the findings. In this way, papers which had clear research objectives, the measurement of work-family conflict and support validated, explicit description of the sample, and data that could provide a sound basis for interpreting outcomes were selected. On the other hand, papers that lacked or underperformed on at least two of these aspects of the FICO framework were removed during this full-text assessment phase.

Data Extraction Procedure

We extracted, from the Scopus metadata of each included study as well as from the abstracts, the data that are listed below: name(s) of the author(s), year of publication, and country/context (inferred from author affiliations), research design, details of the sample, support construct(s) considered as well as key findings of the study in relation to the WFC theme.

Network and Bibliometric Analysis Methodology

A descriptive bibliometric profile was extracted from the 431 initial records and the following aspects were highlighted: the distribution by publication year, the most common source journals, and the different document types. This is to give a good background for the thematic synthesis covered in the Results and Discussion section. Formal co-citation analysis or keyword co-occurrence network analysis (e.g., done via VOSviewer) would formally have been considered but was not included here and is mentioned as a possible future direction in the bibliometric line.

Data Analysis and Synthesis

Thematic synthesis was based on the three-stage method of Thomas and Harden (2008): coding the extracts of results line by line, creating descriptive themes and then analytical themes that were connected with our three research questions. Through an iterative process, the themes were refined according to the source abstracts, a step aiming at keeping the spirit of the findings as presented.

Reporting and Documentation

This review is conducted following the PRISMA 2020 flow diagram and checklist (Page, M. J., McKenzie, J. E., Bossuyt, P. M., Boutron, I., Hoffmann, T. C., Mulrow, C. D., ... & Moher, D. (2021). The PRISMA 2021 statement: an updated guideline for reporting systematic reviews. *BMJ*, 372)

Results and Discussions

Study Selection Results

The search through Scopus resulted in 431 records. Upon the elimination of 12 duplicates, 419 records were scrutinized at the title and abstract levels, with 331 of them deemed irrelevant for various reasons (off-topic, written in non-English, or not an appropriate document type). A total of 88 were then reviewed at detailed reading levels; 24 of them did not comply with the topic scope and were left out. Another 9 failed the assessment because of a lack of detailed methodological reports (operationally defined as an absence of a clearly described sample, research design, or measurement approach sufficient to appraise the study under the FICO framework) whereas 5 could not have been considered due to their non-accessibility or incompleteness in metadata. Eventually, 50 DOI-verified peer-reviewed articles and reviews have been selected, forming the foundation of evidence for this synthesis as depicted through the flow diagram shown in Figure 1.

Descriptive Characteristics

Table 2 presents a breakdown of ten selected representative studies out of the 50-study collection. These studies cover areas of nursing, banking, construction, and general working population samples in the United States, China, Finland, Vietnam, Italy, and Pakistan. They are examples of the research methods most frequently used in this field such as cross-sectional surveys and structural equation modeling, with the addition of longitudinal and dyadic designs being quite rare.

Table 2. Summary of Included Studies (n = 10 exemplar studies)

Author(s), Year	Country	Method / Design	Key Findings
Vaziri et al. (2020)	United States	Longitudinal, latent transition analysis (person-centered)	Employees moved between distinct work–family interface profiles across the COVID-19 pandemic; organizational responses shaped these transitions.
Viertiö et al. (2021)	Finland	Large-scale cross-sectional survey (n ≈ 96,668)	Work–family strain was a significant contributor to psychological distress, with gender-differentiated patterns among working adults.
Giao et al. (2020)	Vietnam	Cross-sectional survey, PLS-SEM (n = 722 bank employees)	WFC and job burnout mediated the effect of emotional intelligence on turnover intention; perceived organizational support moderated this pathway.
Wayne et al. (2020)	United States	Two studies: cross-sectional (n = 216) and time-lagged (n = 220)	Personal, work, and family resources predicted work–family balance satisfaction via reduced conflict and increased enrichment.
Zhang et al. (2020a)	China	Three-wave longitudinal survey of nurses	WFC predicted turnover intention through job and life satisfaction; perceived supervisor support buffered these effects.
Modaresnezhad et al. (2021)	United States	Structural equation modeling, mid-career nurses	Work/family conflict and other stressors predicted anxiety and turnover intention; supervisor support moderated the satisfaction–turnover link.
Zhang et al. (2020b)	China	Cross-sectional, moderated mediation (n = 764 female medical staff)	Emotional exhaustion mediated the WFC–anxiety relationship; social support

Author(s), Year	Country	Method / Design	Key Findings
Zurlo et al. (2020)	Italy	Cross-sectional survey across five hospitals (n = 450 nurses)	moderated (buffered) this mediated pathway. WFC was associated with poorer psychophysical health; social support and job satisfaction moderated effects, which differed by gender. Work–life balance improved project performance via reduced job burnout; organizational support strengthened this indirect effect.
Irfan et al. (2023)	Pakistan	Survey with regression and moderated-mediation analysis (construction project staff)	Employer-provided family support resources spilled over to employees' experiences and crossed over to improve partners' work experiences.
Booth-Ledoux et al. (2020)	United States	Dyadic survey of dual-earner couples (n = 262 couples)	

Thematic Synthesis

Findings for RQ1 -Nature, Prevalence, and Occupational Distribution of Work–Family Conflict

Throughout the published papers, the study of work-family conflict (WFC) is presented as a reciprocal variable that can be more or less important depending on the context where people work. At the healthcare sector nurses, the research by Zhang et al. (2020a) and Modaresnezhad et al. (2021) show that nurses with a higher level of WFC were significantly associated with their intention to leave the job, whereas work-family conflict among nurses is said to lead to a deterioration of a nurse's psychophysical health, with gender influencing the effect, according to the Zurlo et al. study(2020). In highly demanding manual work like taxi cab driving, it is not uncommon to see that the job demands of city taxi drivers as studied by Chen & Hsu (2020) lead to emotional exhaustion, thus decreasing the drivers' well-being. In their study, the Swiss home care workers are shown to have the same types of burnout and engagement problems by Möckli et al. (2020).

Among the various studies referenced in this literature, the construction sector is identified as one of the occupational contexts that give rise to the most work-related conflicts. On one hand, Zhang & Bowen (2021) examined work-to-family as well as family-to-work conflict among construction workers. On the other hand, Ju et al. (2020) demonstrated that when the supervisor is abusive, it amplifies the WFC in the context of employees working on Chinese construction projects. In a further development, Zhang et al. (2023) and Tong et al. (2023) expanded the research into how various (including WFC) psychosocial stressors affect mental health and work safety in the construction sector. At the same time, Amoadu et al., (2023) have made the link between risky drivers' behavior in low- and middle-income countries and psychosocial work factors, which include work, family strain among others.

In addition to work-family conflict (WFC) studies in different single sectors of work, gender or life-stage differences emerge repeatedly through the lens of gender as a main structuring element in patterns of WFC. Lyu and Fan (2022) demonstrate that dual-caregiver pressures particularly weigh on professionally active females. They also found similarities in other roles such as preschool teaching, which is very caregiving-demanding and Gu and Wang (2021) have indicated that job demands increase WFC via the effort, recovery process over time. Together these results address RQ1 by indicating that WFC is not something shared universally but rather dependent on the situation shaped by job requirements, gender, and how work is scheduled temporally (e.g., shift work, remote work, and pandemic-era disruption).

Findings for RQ2 -Mechanisms Through Which Social Support Reduces Work–Family Conflict

The studies reviewed here consistently identify emotional exhaustion, job/life satisfaction, and psychological resilience as primary mediating factors explaining the link between WFC and distant outcomes, with social and organizational support constantly functioning as a moderator that reduces these effects. Zhang et al. (2020b) show that emotional exhaustion explains how WFC leads to anxiety symptoms in female medical staff and social support acts as moderator, decreasing this indirect effect. Yeh et al. (2021) are also able to pinpoint emotional exhaustion as the critical factor in the relationship between WFC and burnout in nursing staff, supervisor support being one more element of the work environment that prevents burnout by reducing stress.

Support from the supervisor is the one aspect that gets the most empirical backing. According to Yorulmaz & Sevinc (2020), yacht captains' turnover intention decreases with the provision of supervisors' support, which partially lowers WFC, an effect of psychological resilience further shapes. Yu et al. (2022) found that family-supportive supervisor behaviours lower WFC, but the size of this effect depends on stereotype content and gender of both the supervisor and employee. Similarly, Yucel et al. (2023) concluded that supervisor support moderates the mediated relation between WFC, work engagement, and turnover intention during the pandemic, while Hunsaker (2021) showed spiritual leadership -a relational leadership style that focuses employee well-being -lessens the negative impacts of WFC on family satisfaction.

Both organizational and interpersonal support sources complement supervisory effects at this level in some way. Andrade & Neves (2022) note perceived organizational support as a factor in reducing coworker conflict and WFC negatively affecting organizational citizenship behaviour. On the other hand, a study by Bai et al. (2023) finds that perceived organizational support is what determines how psychological capital, two-way work-family conflict, and psychological well-being are linked among tourism employees. When it comes to the leisure time of employees, Uysal Irak et al. (2020) reveal that emotional support mainly from partners and family, lessens the feelings of guilt and therefore also lessens the work-family conflict among working mothers which highlights once again that these mechanisms answering RQ2 work not only within but also beyond the walls of the organisation.

Findings for RQ3 -Outcomes Associated With Social Support in the Work-Family Interface

The accumulated evidence shows a link between whether or not people have social support and numerous different outcomes ranging from the individual level to organizational level through the relational one. At the individual level, for example, when teachers were required to switch to remote teaching during COVID-19 containment and got hardly any institutional support, their level of burnout increased greatly which Amri et al. (2020) report on. Hidalgo-Andrade et al. (2021) in their study find that pandemic-related psychological distress in Ecuador teachers was also related to the availability of coping strategies and supports that were given to them. Guerrero-Barona et al. (2020) link poor working life quality and burnout syndrome with psychosociological risk factors of which job stress that results when one is not supported and therefore has to cope alone is one among the various other problems. On the other hand, a job that comes with supportive factors or relations can increase health workers' job satisfaction by giving them a sense of career calling according to Huang et al. 2022. Rhéume 2022 mentions that emotional burnout (a feeling of being emotionally completely worn out) plays the part of a mediator between the job demands/resources and WFC among nurses. It appears again that having support-linked resources is protective.

At the organizational relational level, work-family spillover-crossover research indicates that the consequences of work-life support go far beyond the boundaries of the individual. Kaciak & Welsh (2020) demonstrate that more comprehensive and sustainable economic and institutional support conditions help women entrepreneurs succeed in their endeavors despite the challenges of the working-leave cycle work-home interface. Costantini et al. (2022) argue, from the nurses' point of view, that organizational as well as family support, or lack thereof, is essential factor determining their experience after returning to work from a long maternity leave. Cox et al. (2022) bring this perspective home and apply it to the families of public safety staff arguing, in particular, that family resilience is the kind of resource that, when drawn from workplace/community supports, helps to strengthen and reinforce those same supports. Kim et al. (2023) as well as Medina-Garrido et al. (2023) also found out, in the service hospitality sector, that the presence of work, family supportive programs, benefits, and policies was the main factor that predicted an employee's well-being, however, the nature of the effect varied between different subgroups of employees.

Last but not least, gender plays a consistent role both in how people feel about work-family conflict and in to what extent support makes their lives easier. It was gender-related dimension of RQ3 question that our results addressed. According to Viertiö et al. (2021), in a population sample work-related stress and psychological distress were shown to be gender-differentiated in their effect. A similar pattern at the job level was observed by Zurlo et al. (2020) who pointed out that the influence of support on how WFC affects health can vary for male and female nurses. Altogether these findings can imply that social support is, in fact, something that can help in most cases but that the level of benefit from it is gender-dependent, occupational role-specific and that an individual's life-course stage (e.g., new parenthood, mid-career) has something as well to bring in.

Comparative and Critical Analysis

Methodologically, from the studies that were included here, it mainly refers to cross-sectional survey research that uses structural equation modeling or PLS-SEM techniques of analyses, a point which has been made by Giao et al., 2020 and Irfan et al., 2023. Moving forward, longitudinal and time-lagged designs, though still few in number, are gradually gaining popularity. With these kinds of research designs, it will be easier to demonstrate the relationship between support and the change of work-family conflict over time. Only a very small number

of the papers present evidence with dyadic data which is the case of Booth-Ledoux et al. (2020). As only couples' data have been collected by the study referred to, they are able to present results of couples' mutual effect to each other with more clarity and confidence than the rest if the literature should also include dyadic research.

Discussion

Interpretation of results. The study synthesis shows that social support acts as a protective factor from work–family conflict by means of a combination of different sources and different levels: it is the combination of organizational policies, supervisor behaviors, and the support from the spouse or the family that results in the different, yet complementary, ways of protection being available. This narrative synthesis followed the three-stage thematic approach of Thomas and Harden (2008; see Method), coding results line by line into descriptive and then analytical themes organized around the three research questions; a meta-analytic approach was not pursued given the substantial heterogeneity in outcome measures, study designs, and occupational samples across the 50 included studies.

Theoretical implications. These results contribute to the conservation of resources theory and the spillover, crossover framework literature by showing that resource transmission can take place at different levels, within one person and different domains (spillover), as well as between relational partners (crossover), which has been well supported by Booth-Ledoux et al. (2020) and also mentioned by Lo Presti et al. (2020) in a rather conceptual way.

Practical implications. For practitioners and policymakers, the review shows that formal work–family policies, such as flexible scheduling and family-supportive benefits, as examined by Kim et al. (2023), are not probably going to be maximally effective unless also implemented alongside with informal supervisor behaviours like those studied by Yu et al. (2022); those organizations that solely put their money and efforts on one type of support risk ending up giving their employees just limited protection against WFC.

Comparison with previous literature. Similar to the findings of Vaziri et al. (2022) and Masterson et al. (2021), the present review suggests that it is not each of the work and family life domains alone but rather their combination that serves as a predictor for the outcome variables; balance and lessened conflict. This review goes beyond previous ones by integrating post-pandemic data and hybrid-work research like that of Chen, et al. (2023) and Harunavamwe & Kanegoni (2023). It further extends the pre-pandemic synthesis of work–family resources by Wayne et al. (2020) and the crossover findings of Lo Presti et al. (2020) and Booth-Ledoux et al. (2020) by situating them alongside more recent, sector-specific evidence from construction (Zhang & Bowen, 2021; Ju et al., 2020), hospitality (Kim et al., 2023; Zhao et al., 2020), and healthcare (Zhang et al., 2020a, 2020b; Modaresnezhad et al., 2021), thereby offering a cross-occupational synthesis rather than a claim of entirely novel theoretical territory.

Contradictions in the literature. There is still some confusion about whether organizational or informal support is the key protector, as hotel- and construction-studies mainly refer to management policy whereas nursing-sector studies frequently mention the supportive role of supervisors as well as the interpersonal support. This discrepancy might just show differences in work autonomy as well as shift schedules in various sectors rather than a theoretical contradiction itself.

Research gaps. At least three clear gaps have been pointed out: (1) There isn't a proper way to study crossover mechanisms with dyadic or multi-partner designs. (2) Most existing samples for construction/transportation are limited to low- and middle-income countries, and few other contexts are represented. (3) The new ways of working (remote/hybrid) are still largely neglected work, family support models.

In spite of all effort, this systematic map has at least 3 major limitations. One is that this was based only on one database Scopus and it did not include the complementary databases like PsycINFO or Web of Science. Next, while the search revealed a total number of 50 DOI-verified studies, Table 2 contains the detail on only 10 ones, so the cross-study comparison based on these is not quite comprehensive. Also, by not coding every full text of an included article and relying only on published abstracts and metadata, such an approach may result in neglecting some nuance in the findings about moderators and mediators.

Plan for future research studies that will be very important. Next studies should focus on (1) using longitudinal, multi-wave, and dyadic designs which will help in figuring out causal and crossover pathways; (2) sampling expansion by collecting data from occupational sectors previously underrepresented as well as from low and middle income country contexts; and (3) incorporating the effect of hybrid and remote work arrangements on the extent to which organizational and supervisor support is effective through modelling them as boundary conditions.

In response to the review's guiding questions: Regarding RQ1, the existence of bidirectional work–family conflict as being occupation- and gender-sensitive is best supported by research from the industries such as

nursing, construction, hospitality, and transport, (e.g., Zhang et al. (2020a), Zhang & Bowen (2021), Chen & Hsu (2020)). With respect to RQ2, there is convergent line of evidence that work-family conflict is primarily reduced by organizational, supervisory, and spousal support through mechanisms such as decreased emotional exhaustion and increased job/life satisfaction (e.g., Zhang et al. (2020b), Yu et al. (2022), Uysal Irak et al. (2020)). The evidence that these support systems are associated with individual well-being and spousal/relational crossover, as well as organizational outcomes like turnover intention, is the basis for the answer to RQ3, and these effects are regularly moderated by gender and occupational context (e.g., Viertiö et al. (2021), Booth-Ledoux et al. (2020), Costantini et al. (2022)).

Conclusions

This review of the research focused on the role of social support in lessening work-family conflict. In answering the three research questions that it guided, the paper reveals how work-family conflict operates in both directions and depends on the situation. Specifically: RQ1 (aspects and frequency of work-family conflict across sectors), RQ2 (mechanisms through which organizational, supervisory, and interpersonal support reduce conflict), and RQ3 (outcomes associated with social support, and their variation by gender and industry) are each addressed in turn below. Its frequency and factors depend on the occupation for instance, work-family conflict is different in nursing, construction, hospitality, transport and remote-work settings. Organizational, supervisory, and family or spousal social support mostly reduce conflict by lowering emotional exhaustion and increasing job and life satisfaction. Moreover, these positive effects go beyond the workman himself/herself to his partner and family, through spillover and crossover phenomena, with gender and occupational context constantly changing these relationships. Essentially, the review's biggest feature comes from synthesizing the results of the fifty DOI-verified articles and reviews from different industries into a single source about how different support systems work rather than providing a sector-specific or single-type of support-based story. This contribution lies in the cross-occupational integration itself rather than in a wholly novel theoretical mechanism. From a practical standpoint, the review suggests that organizations aiming at reducing work FAMILY conflict should invest in formal policy-making together with fostering supportive supervisory relationships as it would not be enough to do either separately. The review has a limitation due to the use of a single bibliometric database, a more in-depth portrayal of only ten sample studies, (with the remaining 40 of the 50 included articles coded at the abstract level rather than analysed in full text) and its reliance on abstract-level coding for the main references. To elaborate on different ways that workplace and family conflict can be minimized with the introduction of social support across populations in diverse occupations and different forms of work as time goes on, future research using longitudinal, dyadic, and cross-cultural methodologies that explicitly include hybrid and remote work models, will definitely be essential.

References

- Amoadu, M., Ansah, E.W., & Sarfo, J.O. (2023). Psychosocial work factors, road traffic accidents and risky driving behaviours in low-and middle-income countries: A scoping review. *IATSS Research*, 47(2), 240-250. <https://doi.org/10.1016/j.iatssr.2023.03.005>
- Amri, A., Abidli, Z., Elhamzaoui, M., Bouzaboul, M., Rabea, Z., & Ahami, A.O.T. (2020). Assessment of burnout among primary teachers in confinement during the covid-19 period in morocco: Case of the kenitra. *Pan African Medical Journal*, 35, 1-5. <https://doi.org/10.11604/pamj.suppl.2020.35.2.24345>
- Andrade, C., & Neves, P.C. (2022). Perceived Organizational Support, Coworkers' Conflict and Organizational Citizenship Behavior: The Mediation Role of Work-Family Conflict. *Administrative Sciences*, 12(1). <https://doi.org/10.3390/admsci12010020>
- Bai, N., Yan, Z., & Othman, R. (2023). The moderating effect of perceived organizational support: The impact of psychological capital and bidirectional work-family nexuses on psychological wellbeing in tourism. *Frontiers in Psychology*, 14. <https://doi.org/10.3389/fpsyg.2023.1064632>
- Booth-Ledoux, S.M., Matthews, R.A., & Wayne, J.H. (2020). Testing a resource-based spillover-crossover-spillover model: Transmission of social support in dual-earner couples. *Journal of Applied Psychology*, 105(7), 732-747. <https://doi.org/10.1037/apl0000460>
- Chen, C.-F., & Hsu, Y.-C. (2020). Taking a Closer Look at Bus Driver Emotional Exhaustion and Well-Being: Evidence from Taiwanese Urban Bus Drivers. *Safety and Health at Work*, 11(3), 353-360. <https://doi.org/10.1016/j.shaw.2020.06.002>
- Chen, Y., Weziak-Bialowolska, D., Lee, M.T., Bialowolski, P., Cowden, R.G., McNeely, E., & VanderWeele, T.J. (2023). Working from home and subsequent work outcomes: Pre-pandemic evidence. *PLoS ONE*, 18(4 April). <https://doi.org/10.1371/journal.pone.0283788>

- Costantini, A., Warasin, R., Sartori, R., & Mantovan, F. (2022). Return to work after prolonged maternity leave. An interpretative description. *Women's Studies International Forum*, 90. <https://doi.org/10.1016/j.wsif.2022.102562>
- Cox, M., Norris, D., Cramm, H., Richmond, R., & Anderson, G.S. (2022). Public Safety Personnel Family Resilience: A Narrative Review. *International Journal of Environmental Research and Public Health*, 19(9). <https://doi.org/10.3390/ijerph19095224>
- French, K.A., & Shockley, K.M. (2020). Formal and Informal Supports for Managing Work and Family. *Current Directions in Psychological Science*, 29(2), 207-216. <https://doi.org/10.1177/0963721420906218>
- Giao, H.N.K., Vuong, B.N., Huan, D.D., Tushar, H., & Quan, T.N. (2020). The effect of emotional intelligence on turnover intention and the moderating role of perceived organizational support: Evidence from the banking industry of vietnam. *Sustainability (Switzerland)*, 12(5), 1-25. <https://doi.org/10.3390/su12051857>
- Gopalan, N., Pattusamy, M., & Gollakota, K. (2020). Role of support in work–family interface among university faculty in India. *South Asian Journal of Business Studies*, 9(3), 323-338. <https://doi.org/10.1108/SAJBS-11-2019-0211>
- Gu, Y., & Wang, R. (2021). Job demands and work–family conflict in preschool teachers: The buffering effects of job resources and off-job recovery experiences. *Current Psychology*, 40(8), 3974-3985. <https://doi.org/10.1007/s12144-019-00349-z>
- Guerrero-Barona, E., Guerrero-Molina, M., García-Gómez, A., Moreno-Manso, J.M., & García-Baamonde, M.E. (2020). Quality of working life, psychosocial factors, burnout syndrome and emotional intelligence. *International Journal of Environmental Research and Public Health*, 17(24), 1-15. <https://doi.org/10.3390/ijerph17249550>
- Harunavamwe, M., & Ward, C. (2022). The influence of technostress, work–family conflict, and perceived organisational support on workplace flourishing amidst COVID-19. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.921211>
- Harunavamwe, M., & Kanengoni, H. (2023). Hybrid and virtual work settings; the interaction between technostress, perceived organisational support, work-family conflict and the impact on work engagement. *African Journal of Economic and Management Studies*, 14(2), 252-270. <https://doi.org/10.1108/AJEMS-07-2022-0306>
- Hidalgo-Andrade, P., Hermosa-Bosano, C., & Paz, C. (2021). Teachers' mental health and self-reported coping strategies during the covid-19 pandemic in ecuador: A mixed-methods study. *Psychology Research and Behavior Management*, 14, 933-944. <https://doi.org/10.2147/PRBM.S314844>
- Huang, X., Chen, H., Gao, Y., Wu, J., Ni, Z., Wang, X., & Sun, T. (2022). Career Calling as the Mediator and Moderator of Job Demands and Job Resources for Job Satisfaction in Health Workers: A Cross-Sectional Study. *Frontiers in Psychology*, 13. <https://doi.org/10.3389/fpsyg.2022.856997>
- Hunsaker, W.D. (2021). Spiritual leadership and work–family conflict: mediating effects of employee well-being. *Personnel Review*, 50(1), 143-158. <https://doi.org/10.1108/PR-04-2019-0143>
- Irfan, M., Khalid, R.A., Kaka Khel, S.S.U.H., Maqsoom, A., & Sherani, I.K. (2023). Impact of work–life balance with the role of organizational support and job burnout on project performance. *Engineering, Construction and Architectural Management*, 30(1), 154-171. <https://doi.org/10.1108/ECAM-04-2021-0316>
- Jia, C.X., Cheung, C.-K., & Fu, C. (2020). Work support, role stress, and life satisfaction among chinese social workers: The mediation role of work-family conflict. *International Journal of Environmental Research and Public Health*, 17(23), 1-14. <https://doi.org/10.3390/ijerph17238881>
- Ju, L., Zhao, W., Wu, C., Li, H., & Ning, X. (2020). Abusive supervisors and employee work-to-family conflict in Chinese construction projects: how does family support help?. *Construction Management and Economics*, 38(12), 1158-1178. <https://doi.org/10.1080/01446193.2020.1817962>
- Kaciak, E., & Welsh, D.H.B. (2020). Women entrepreneurs and work–life interface: The impact of sustainable economies on success. *Journal of Business Research*, 112, 281-290. <https://doi.org/10.1016/j.jbusres.2019.11.073>
- Kim, M.S., Ma, E., & Wang, L. (2023). Work-family supportive benefits, programs, and policies and employee well-being: Implications for the hospitality industry. *International Journal of Hospitality Management*, 108. <https://doi.org/10.1016/j.ijhm.2022.103356>
- Lo Presti, A., Molino, M., Emanuel, F., Landolfi, A., & Ghislieri, C. (2020). Work-family organizational support as a predictor of work-family conflict, enrichment, and balance: crossover and spillover effects in dual-income couples. *Europe's Journal of Psychology*, 16(1), 62-81. <https://doi.org/10.5964/ejop.v16i1.1931>

- Lyu, X., & Fan, Y. (2022). Research on the relationship of work family conflict, work engagement and job crafting: A gender perspective. *Current Psychology*, 41(4), 1767-1777. <https://doi.org/10.1007/s12144-020-00705-4>
- Masterson, C., Sugiyama, K., & Ladge, J. (2021). The value of 21st century work–family supports: Review and cross-level path forward. *Journal of Organizational Behavior*, 42(2), 118-138. <https://doi.org/10.1002/job.2442>
- Medina-Garrido, J.A., Biedma-Ferrer, J.M., & Bogren, M. (2023). Organizational support for work-family life balance as an antecedent to the well-being of tourism employees in Spain. *Journal of Hospitality and Tourism Management*, 57, 117-129. <https://doi.org/10.1016/j.jhtm.2023.08.018>
- Modaresnezhad, M., Andrews, M.C., Mesmer-Magnus, J., Viswesvaran, C., & Deshpande, S. (2021). Anxiety, job satisfaction, supervisor support and turnover intentions of mid-career nurses: A structural equation model analysis. *Journal of Nursing Management*, 29(5), 931-942. <https://doi.org/10.1111/jonm.13229>
- Möckli, N., Denhaerynck, K., De Geest, S., Leppla, L., Beckmann, S., Hediger, H., & Zúñiga, F. (2020). The home care work environment's relationships with work engagement and burnout: A cross-sectional multi-centre study in Switzerland. *Health and Social Care in the Community*, 28(6), 1989-2003. <https://doi.org/10.1111/hsc.13010>
- Pascucci, T., Hernández Sánchez, B., & Sánchez García, J.C. (2022). Being stressed in the family or married with work? A literature review and clustering of work-family conflict. *European Journal of Management and Business Economics*, 31(2), 239-265. <https://doi.org/10.1108/EJMBE-06-2021-0191>
- Ren, S., Babalola, M.T., Ogbonnaya, C., Hochwarter, W.A., Akemu, O., & Agyemang-Mintah, P. (2022). Employee thriving at work: The long reach of family incivility and family support. *Journal of Organizational Behavior*, 43(1), 17-35. <https://doi.org/10.1002/job.2559>
- Rhéaume, A. (2022). Job Characteristics, Emotional Exhaustion, and Work–Family Conflict in Nurses. *Western Journal of Nursing Research*, 44(6), 548-556. <https://doi.org/10.1177/01939459211005712>
- Tong, R., Wang, L., Cao, L., Zhang, B., & Yang, X. (2023). Psychosocial factors for safety performance of construction workers: taking stock and looking forward. *Engineering, Construction and Architectural Management*, 30(2), 944-962. <https://doi.org/10.1108/ECAM-09-2021-0786>
- Uysal Irak, D., Kalkışım, K., & Yıldırım, M. (2020). Emotional Support Makes the Difference: Work-Family Conflict and Employment Related Guilt Among Employed Mothers. *Sex Roles*, 82(1-2), 53-65. <https://doi.org/10.1007/s11199-019-01035-x>
- Vaziri, H., Casper, W.J., Wayne, J.H., & Matthews, R.A. (2020). Changes to the work-family interface during the COVID-19 pandemic: Examining predictors and implications using latent transition analysis. *Journal of Applied Psychology*, 105(10), 1073-1087. <https://doi.org/10.1037/apl0000819>
- Vaziri, H., Wayne, J.H., Casper, W.J., Lapierre, L.M., Greenhaus, J.H., Amirkamali, F., & Li, Y. (2022). A meta-analytic investigation of the personal and work-related antecedents of work–family balance. *Journal of Organizational Behavior*, 43(4), 662-692. <https://doi.org/10.1002/job.2594>
- Viertiö, S., Kiviruusu, O., Piirtola, M., Kaprio, J., Korhonen, T., Marttunen, M., & Suvisaari, J. (2021). Factors contributing to psychological distress in the working population, with a special reference to gender difference. *BMC Public Health*, 21(1). <https://doi.org/10.1186/s12889-021-10560-y>
- Wayne, J.H., Matthews, R., Crawford, W., & Casper, W.J. (2020). Predictors and processes of satisfaction with work–family balance: Examining the role of personal, work, and family resources and conflict and enrichment. *Human Resource Management*, 59(1), 25-42. <https://doi.org/10.1002/hrm.21971>
- Yeh, T.-F., Chang, Y.-C., Hsu, Y.-H., Huang, L.-L., & Yang, C.-C. (2021). Causes of nursing staff burnout: Exploring the effects of emotional exhaustion, work–family conflict, and supervisor support. *Japan Journal of Nursing Science*, 18(2). <https://doi.org/10.1111/jjns.12392>
- Yorulmaz, M., & Sevinc, F. (2020). Supervisor support and turnover intentions of yacht captains: the role of work–family conflict and psychological resilience during the COVID-19 pandemic. *International Journal of Contemporary Hospitality Management*, 33(5), 1554-1570. <https://doi.org/10.1108/IJCHM-07-2020-0788>
- Yu, A., Pichler, S., Russo, M., & Hammer, L. (2022). Family-supportive supervisor behaviors (FSSB) and work-family conflict: The role of stereotype content, supervisor gender, and gender role beliefs. *Journal of Occupational and Organizational Psychology*, 95(2), 275-304. <https://doi.org/10.1111/joop.12379>
- Yucel, I., Şirin, M.S., & Baş, M. (2023). The mediating effect of work engagement on the relationship between work–family conflict and turnover intention and moderated mediating role of supervisor support during global pandemic. *International Journal of Productivity and Performance Management*, 72(3), 577-598. <https://doi.org/10.1108/IJPPM-07-2020-0361>
- Zhang, Y., Rasheed, M.I., & Luqman, A. (2020a). Work–family conflict and turnover intentions among Chinese nurses: The combined role of job and life satisfaction and perceived supervisor support. *Personnel Review*, 49(5), 1140-1156. <https://doi.org/10.1108/PR-01-2019-0017>

- Zhang, H., Tang, L., Ye, Z., Zou, P., Shao, J., Wu, M., Zhang, Q., Qiao, G., & Mu, S. (2020b). The role of social support and emotional exhaustion in the association between work-family conflict and anxiety symptoms among female medical staff: A moderated mediation model. *BMC Psychiatry*, 20(1). <https://doi.org/10.1186/s12888-020-02673-2>
- Zhang, Y., ElGhaziri, M., Nasuti, S., & Duffy, J.F. (2020c). The Comorbidity of Musculoskeletal Disorders and Depression: Associations with Working Conditions Among Hospital Nurses. *Workplace Health and Safety*, 68(7), 346-354. <https://doi.org/10.1177/2165079919897285>
- Zhang, R.P., & Bowen, P. (2021). Work-family conflict (WFC) -Examining a model of the work-family interface of construction professionals. *Safety Science*, 144. <https://doi.org/10.1016/j.ssci.2021.105469>
- Zhang, S., Sunindijo, R.Y., Frimpong, S., & Su, Z. (2023). Work stressors, coping strategies, and poor mental health in the Chinese construction industry. *Safety Science*, 159. <https://doi.org/10.1016/j.ssci.2022.106039>
- Zhao, X., Wang, J., Law, R., & Fan, X. (2020). A meta-analytic model on the role of organizational support in work-family conflict and employee satisfaction. *International Journal of Contemporary Hospitality Management*, 13(12), 3767-3786. <https://doi.org/10.1108/IJCHM-05-2020-0371>
- Zurlo, M.C., Vallone, F., & Smith, A.P. (2020). Work-family conflict and psychophysical health conditions of nurses: Gender differences and moderating variables. *Japan Journal of Nursing Science*, 17(3). <https://doi.org/10.1111/jjns.12324>